

2019 GRFD ANNUAL REPORT

EXECUTIVE SUMMARY	3
FIRE CHIEF'S MESSAGE	4
MISSION, VISION, VALUES	6
JURISDICTIONAL MAP	7
SUPPORT SERVICES	9
HUMAN RESOURCES	15
FISCAL SERVICES	15
EMERGENCY MANAGEMENT	16
HONOR GUARD	17
ASSISTANT CHIEF	18
WELLNESS	19
PLANNING DIVISION	22
INFORMATION TECHNOLOGY	24
2019 PHOTOS	25/33
PREVENTION DIVISION	26
INSPECTIONS	28
FIRE INVESTIGATIONS	29
PUBLIC EDUCATION	30
RES. SAFETY PROGRAM	31
PLAN REVIEW	32
TRAINING DIVISION	34
RECRUIT ACADEMY	35
SAFETY COMMITTEE	36
OPERATIONS	37
RESPONSE	38
EMS	39
BATTALION CHIEFS	40
NORTH BATTALION	41
SOUTH BATTALION	44
STATISTICAL SUMMARY	
BENCHMARKS & BASELINE RESPONSE DATA	49
DEPARTMENT WIDE STATISTICS	56
STATION DISTRICT STATISTICS	63
CURRENT DEPLOYMENT AND PERFORMANCE GAP ANALYSIS	86/87

2019 SUMMARY

FY 2020 FISCAL

CITY BUDGET	\$553,472,939
CITY GENERAL FUND	\$147,831,777
GRFD ADOPTED BUDGET.....	\$32,418,005

2019 BREAK – EVEN DATE

JANUARY 15

THE DAY THAT THE CUMULATIVE VALUE OF PROPERTY AND CONTENTS SAVED BY THE GRFD SURPASSED THE DEPARTMENT’S ANNUAL BUDGET EXPENDITURE.

PERSONNEL

2019 PERSONNEL (100%)	205 (YEAR END)
OPERATIONS PERSONNEL (84.88%)	174
ADMIN. PERSONNEL (8.78%)	18
PREVENTION PERSONNEL (4.88%)	10
TRAINING PERSONNEL (1.46%)	3

EMERGENCY OPERATIONS

APPARATUS RESPONSES	32,948
EMERGENCY INCIDENTS (ALL TYPES)	24,124
EMERGENCY MEDICAL SERVICE INCIDENTS	15,466

FIRE INCIDENT DATA

FIRES AND FIRE ALARMS	2,404
FIRES EXTINGUISHED	555
PROPERTY SAVED RATE	97.84%
PROPERTY SAVED VALUE	\$245,071,149
PROPERTY LOSS RATE	2.16%
PROPERTY LOSS VALUE	\$5,416,289
CIVILIAN INJURIES	8
CIVILIAN DEATHS	2
FIREFIGHTER INJURIES	15
FIREFIGHTER DEATHS	0

FIRE CHIEF'S MESSAGE



FIRE CHIEF, JOHN S. LEHMAN

The Grand Rapids Fire Department has successfully worked the first year of our three year Strategic Plan. Some of the highlights we have accomplished in this plan have been:

- Engaged the community
- Enhanced our Company Officer training
- Analyzed risk reduction in the community
- Evaluated our Health and Wellness program
- Prepared for continuity of operations and succession in the organization

This is the third strategic plan in the organization's history and there has been much learning that has taken place in the planning process. This learning has positioned the fire department to be able to assist the city with its first comprehensive strategic planning.

2019 also saw the initiation of some changes in the department. We planned diligently for the replacement of our records management system and this was a great example on how planning pays off. A tremendous effort was put forward by that team and by our end users in the field to accomplish a smooth transition. Our recruitment efforts also continue to evolve and we continue to hire annual classes to keep up with retirements in the range of 10-15 annually. We respect the years of service of our retirees and we also appreciate the eagerness of our new recruits to soak in the knowledge and traditions of our service. This new class and our first group of tenured firefighters are part of a plan to transition our skill level from Medical First Responder to Emergency Medical Technician. This will take another two years to accomplish, but this higher level of certification will allow us to deliver better service to our citizens and visitors.

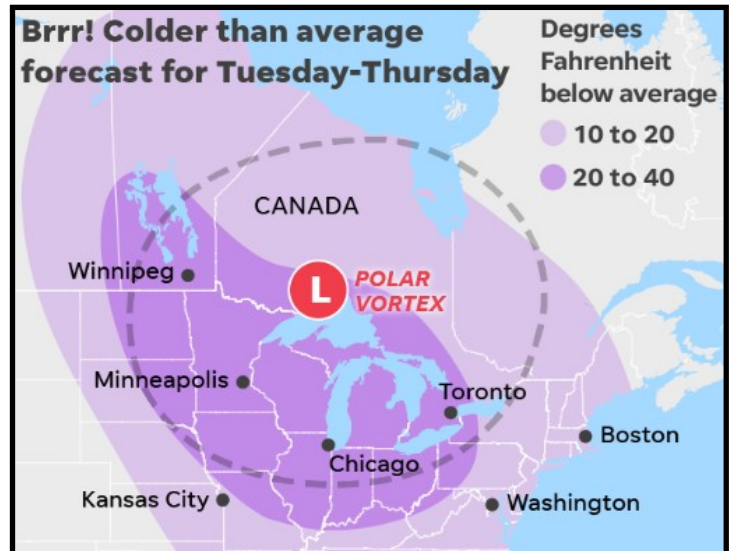


FIRE CHIEF'S MESSAGE

FIRE CHIEF, JOHN S. LEHMAN

This past year also saw some significant weather events which challenged our men and women. The polar vortex in late January and an ice storm in early February of 2019 tested our emergency management-preparedness on a city-wide level and made us confident that the addition of a new emergency manager for the city was a good move. We are very happy to have Allison Farole on board as our new Emergency Management Administrator, and her experience and leadership will help to prepare us for any future events.

It gave me great pride to march in the St. Patrick's Day Parade with our Honor Guard, firefighters, and our new GRFD Pipes and Drums. These firefighters have dedicated many hours of their personal time to represent us in the most professional way and they are amazing. Our new fire dog, Axel, is now 10 months old and has been a good addition to the department. He is getting better at taking orders and he has quite the following on Instagram.



This department continues to demonstrate annually why it is one of the best in the country, and the men and women who represent us deserve all the credit.

Fraternally and Respectfully,

MISSION STATEMENT

THE GRAND RAPIDS FIRE DEPARTMENT
VALUES PEOPLE BY SAVING LIVES,
PROTECTING PROPERTY, AND RESPONDING TO
THE NEEDS OF OUR COMMUNITY

VISION STATEMENT

PROVIDING WORLD CLASS FIRE SERVICES
FOR OUR COMMUNITY BY EMPLOYING A
DIVERSE WORKFORCE WHICH RESPECTS,
VALUES, AND DEVELOPS OUR MEMBERS

VALUE STATEMENT

THE GRFD IS COMMITTED
TO DOING WHAT IS
RIGHT THROUGH:

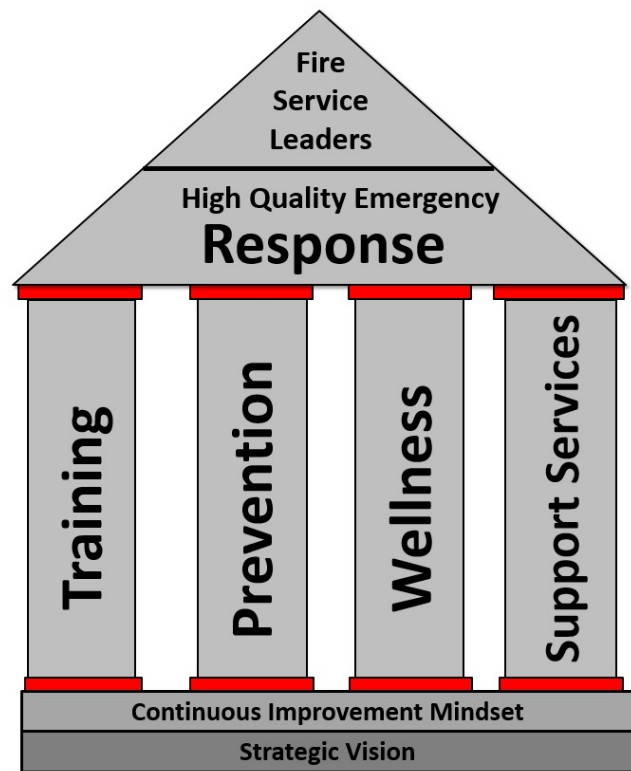
HONESTY

INTEGRITY

LOYALTY

TEAMWORK

EXCELLENCE

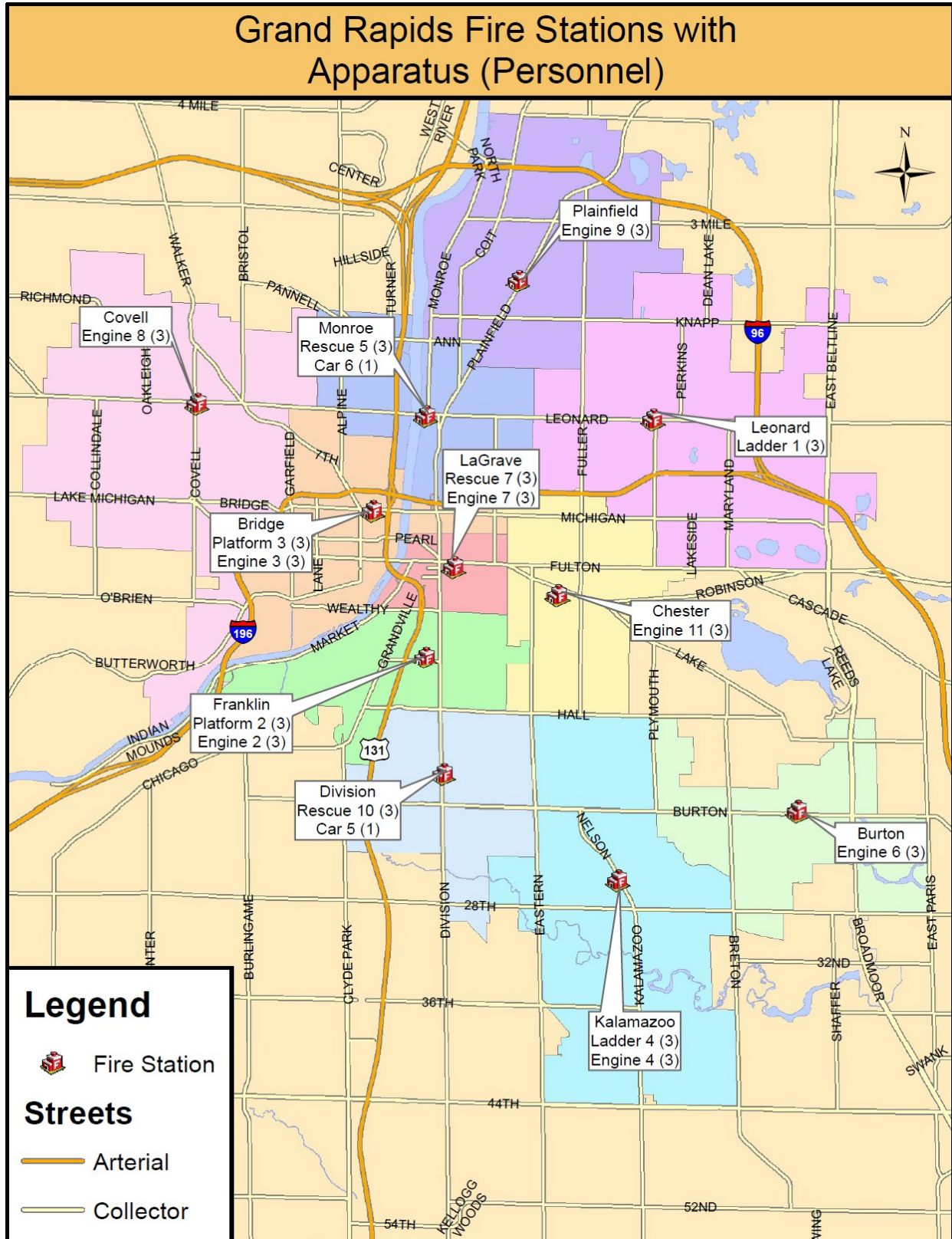


GRFD PILLARS



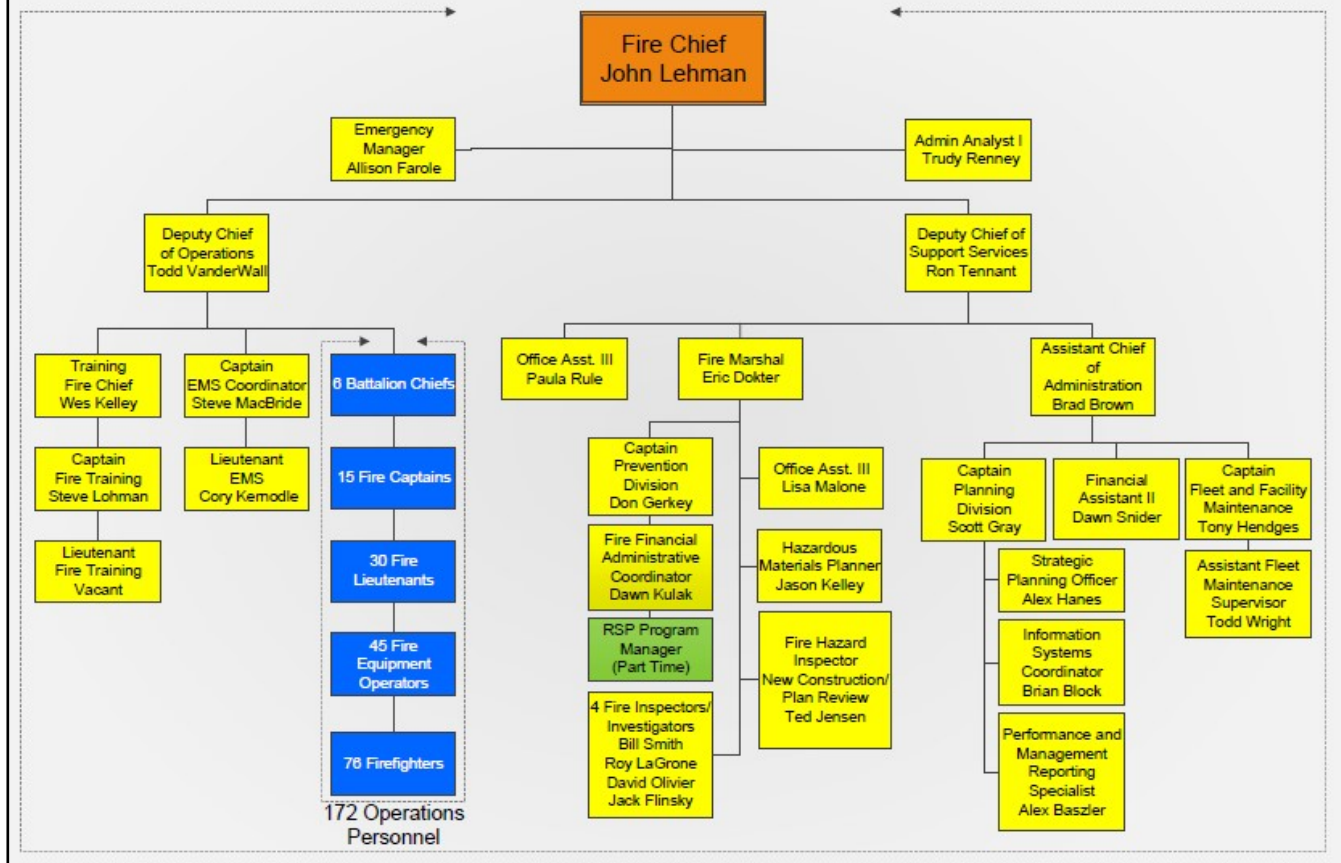
2019 GRFD JURISDICTIONAL MAP

WITH ASSIGNED APPARATUS/(PERSONNEL COUNTS)



GRFD ORGANIZATIONAL CHART

GRFD 2019 Organizational Chart



FY19-FY21 STRATEGIC PLAN

MISSION

The Grand Rapids Fire Department values people by saving lives, protecting property, and responding to the needs of our community

VISION

Providing world class fire services for our community by employing a diverse workforce which respects, values, and develops our members

VALUES

Honesty • Integrity • Loyalty • Teamwork • Excellence



	 RESPONSE Owner: Todd VanderWall Backup: John Lehman	 TRAINING Owner: Wes Kelley Backup: Steve Lohman	 PREVENTION Owner: Eric Dokter Backup: Don Gerkey	 WELLNESS Owner: Brad Brown Backup: Kathy Thompson	 SUPPORT SERVICES Owner: Ron Tennant Backup: Mark Noorman
DESIRED OUTCOME	Effective all hazards deployment model with appropriate staff and apparatus	Provide the appropriate skills and education to ensure sustainability and growth at all ranks	Create a safer community by implementing an effective community risk reduction program	A healthier workforce through researching, designing, and implementing a structured wellness program	Provide continuous improvement of resources in a deliberate and planned manner
FY19 STRATEGIES	Increase community awareness of firefighting, EMS, and Special Operations	Comprehensive training curriculum development	Perform a community risk assessment to identify areas of concern	Research baseline insurance costs to ensure best value	Ensure continuity of operations through development of a promotion pathway and succession plan
FY20 STRATEGIES	Ensure appropriate response to high-risk building and events	Implementation of training curriculum	Develop formal community risk reduction modules	Design and develop a structured wellness program	Development of a diverse hiring plan to ensure our workforce represents the community we serve
FY21 STRATEGIES	Increase staffing levels to meet community risks	Evaluate training curriculum and make adjustments	Implementation of the community risk reduction plan	Implement and evaluate programmatic changes to the wellness plan	Provide comprehensive asset management in a fiscally responsible manner

SUPPORT SERVICES



DEPUTY FIRE CHIEF RON TENNANT

The responsibilities of the office of the Deputy Chief of Support Services are generally personnel and human-resource oriented. This includes direct responsibility for the FY19–21 Support Services strategic and operational plan outcomes, strategies, goals and tasks, as well as supervision of the assistant chief, fire marshal and an office assistant III. The support services office also provides oversight for the public information officer, Fire Match program, recruitment, and the critical incident stress management/behavioral health programs.

Additional responsibilities include:

- Managing the monthly command staff and bi-monthly captains meetings, documenting the weekly Monday MDI (managing daily improvements) walk, and producing a weekly all staff update video.
- Oversight and administration of our pilot alternative work schedules for 40 hour personnel.
- Liaison to the City of Grand Rapids Office of Oversight and Public Accountability including investigation and resolution of rules violations, externally generated complaints, fire department injuries, vehicle crashes, and damaged and/or lost equipment. Total 2019 investigations: 28.
- Late for roll call review.
- Employee evaluation administration, management, and review.
- Management and oversight of leave usage, including military, sick, family medical leave act (FMLA), parental, and vacation leave.
- Administering the annual suppression vacation draws.
- Regular meetings and frequent consultations with labor executives to update SOP's and SOG's, and inform our personnel and other city departments about the implementation of the changes negotiated in the 2019–2022 IAFF Labor Agreement. Total 2019 meetings with IAFF leadership: 27.
- Managing retirement services, equipment collection, and exit interviews for retiring personnel.
- Approval of the fire department bi-weekly payroll submissions.
- With the departure of temporary Office Assistant Dionna Hardiman, interviews were held and Melanie Gipson was hired as a new temporary office assistant on November 14, 2019.



SUPPORT SERVICES



HIRING AND RECRUITMENT

In January the Grand Rapids Fire Department started the year with an opportunity to conduct a proactive recruitment and hiring effort that was much more involved and different than what we have traditionally done. It included three events where the Human Resources and Fire departments teamed up to provide education and information to candidates about civil service exams, physical agility preparations, and practice for oral interview skills. These were conducted in each of the three city wards: Michigan Works on Straight Ave NW, GRPS University on Fuller Ave NE and the Kalamazoo Ave. fire station. We had the capability and encouraged candidates to apply onsite for our hiring process.

Once the application period closed in March, we conducted our first ever decentralized written examinations. Historically, we tested in one or two sittings on a weekday at a large downtown venue. This year we tested seven different times, including evening and weekend opportunities, at the Grand Rapids Public Services Building, 201 Market Ave SW, GRPS University, Michigan Works, Garfield Park on Madison Ave SE and the Kroc Center on S. Division Ave. 710 individuals wrote the exam over the course of these opportunities.

At the end of March, we conducted six different oral examination opportunities, including night and weekend opportunities at GRPS University as well as The GR Public Services Building. 405 candidates participated in this portion of the process.

Physical agility practices and examinations were conducted at the GRFD Training Center. Testing for 236 candidates was provided over the course of nine days, including one weekend and two evening opportunities. At the end of this process, 193 highly qualified candidates were placed on the eligible list of consideration for hiring. Following a fire department chief's interview in June, 10 new recruits were hired, starting their career with the Grand Rapids Fire Department on August 5, 2019.



SUPPORT SERVICES

PLANNING AND PILLAR OVERSIGHT



Chief Tennant is the owner of the Support Services pillar, with support from Battalion Chief Mark Noorman. He also conducts quality assurance oversight for the Prevention and Wellness pillars.

Six-month operational plan review meetings are held to ensure progress and accountability, as well as provide guidance and direction in the pursuit of completion for the FY19 – 21 operational plan. Those occurred in February and September. The review team consists of Chiefs Tennant, Mark Noorman and Eric Freeman, Capt. Craig VanderWall, Lt. Joel Boyer, EO Joel MacDonald and Trudy Renney. In the calendar year, we moved from 15.22% to 77.78% tasks completed, 10.87% to 13.89% in process, and from 73.91% to 8.33% not started.

Support Services—Operational Plan Progress

January 1,
2019

Tasks	Count	Percentage
Not Started	34	73.91%
In Process	5	10.87%
Complete	7	15.22%
Total	46	100.00%

December
31, 2019

Tasks	Count	Percentage
Not Started	6	8.33%
In Process	10	13.89%
Complete	56	77.78%
Total	72	100.00%



FY19 - FY21 Operational Plan

Owner	DC Ron Tennant
Support	BC Eric Freeman

Desired Outcome: Provide continuous improvement of resources in a deliberate and planned manner.

Metrics				Last Updated
Tasks	Count	Percentage		
Not Started	6	8.33%		
In Process	10	13.89%		
Complete	56	77.78%		
Total	72	100.00%		1/13/2020

FY19 Strategy:

Ensure continuity of operations through development of a promotional pathway and succession plan.

FY20 Strategy:

Develop a diverse hiring plan to ensure our workforce represents the community we serve.

FY21 Strategy:

Provide comprehensive asset management in a fiscally responsible manner.

Goal 1: Establish a continuity of operations framework.

DC Tennant

Tasks	Q1	Q2	Q3	Q4
1: Define the actual job duties for positions				
2: Define the actual job duties for program managers				
3: Identify essential tasks				
4: Identify back-up personnel				
5: Define expectations in regards to the duty draw				

Goal 1: Youth Outreach

BC Freeman

Tasks	Q1	Q2	Q3	Q4
1: Establish an Explorer Program/Cadet Program				
2: Maintain the ROTC program				
3: Conduct a Summer Youth Academy				
4: Develop 2nd grade presentation pamphlets				
5: Investigate existing city and private programs				

Goal 1: Program Management Consistency

DC Tennant

Tasks	Q1	Q2	Q3	Q4
1: Assign coordinators to reduce the span of control				
2: Establish a selection process for program managers				
3: Create standard work for essential processes				
4: Establish an annual calendar				

Goal 2: Promotional Planning

DC Tennant

Tasks	Q1	Q2	Q3	Q4
1: Define requirements and classes needed				
2: Accurately record the KSA's of applicants				
3: Provide consistency in the process				
4: Communicate assessment results to individuals				
5: Assess viability of general rank-based civil service tests				

Goal 2: Community Awareness

DC Tennant

Tasks	Q1	Q2	Q3	Q4
1: Year-round marketing				
2: Make staff available to candidates as necessary				
3: Provide awareness of skill-set needed to get hired				
4: Provide hiring education at station open houses				

Goal 2: Stations meet operational needs of the department.

AC Brown

Tasks	Q1	Q2	Q3	Q4
1: Revisit the fire station needs assessment				
2: Revisit the FY18 work done by the architect				
3: Form a focus group to develop final specifications				
4: Establish a construction team to assist with the process				
5: Send groups annually to a fire station conference				

Goal 3: Succession Planning

DC Tennant

Tasks	Q1	Q2	Q3	Q4
1: Provide classes and training				
2: Assess and provide feedback to LTAA & STAA officers				
3: Provide coaching				
4: Develop a pool of talent at each rank				

Goal 3: Recruitment Taskforce

DC Tennant

Tasks	Q1	Q2	Q3	Q4
1: Formalize the Recruitment Taskforce				
2: Establish a budget and materials needed list				
3: Advertise the availability of recruitment				
4: Produce a step-by-step description of the hiring process				

Goal 3: Continuous evaluation of long-term apparatus plans.

Capt. Hendges

Tasks	Q1	Q2	Q3	Q4
1: Maintain the Apparatus Reset Plan				
2: Maintain the medium duty apparatus plan				
3: Establish a capital equipment plan				
4: Evaluate the ROI of refurbishment vs. new purchases				

P:\Support_Services\Strategic Planning Office\Planning Meetings\Operational Planning\Monthly Operational Plan Report-Outs

SUPPORT SERVICES



FY19 STRATEGY

Support Services has worked with the Human Resources Department to update our job descriptions. Many descriptions were over 30 years old and did not reflect current operations or modern terminology associated



with our craft. We have also been working with the Training Division on a career development document. This document will guide members as they determine training, education, and experiences that will help them prepare for advancement within the profession. We are very deliberately ensuring that this document lines up with our updated job descriptions. Many thanks to intern Garret Jacobs and the rest of the team for their hard work on this project. We have negotiated and have implemented rank-based promotional examinations. This allows for us to test for a specific rank once per year, and then conduct further assessment for specific positions within each rank. This is proving to be a more efficient and cost-effective method of determining eligibility. With the new RMS systems, we are working to include the recording and retrieving of information necessary for assessment for promotion within the RMS system versus requiring candidates to submit those records each time they work through a promotional process. We continue to have and utilize a separate “succession planning” budget. Feedback to candidates is offered to everybody who participates in any promotional process.

FY20 STRATEGY

Battalion Chief Eric Freeman is now the program manager for the GRFD Recruitment Team. The program continues to grow and develop under his leadership and has completed its first calendar year as a GRFD program. The recruitment team manages the JROTC program, conducts a high school summer youth academy and is working towards establishing an explorer program. The team continues to attend both general community events and specific recruiting events in the Grand Rapids metro area. We are currently reviewing our 2nd grade presentation information and will be assessing intern and/or cadet programs in the FY21 budget year.



FY21 STRATEGY

We are in the final stages of developing a document to help our program managers oversee their programs. This includes help with planning, budgeting, team member selection, recognizing team members, and providing standard work for common program processes. We have also developed a general program manager selection process. Assistant Chief Brown continues to actively work on station and vehicle needs, as he reports in his section of the document.

SUPPORT SERVICES



PROMOTIONS

This office works with Human Resources to conduct civil service examinations. This includes examination content review, scheduling and assisting as needed with delivering the exams, and protest adjudication. In addition, we develop and coordinate job specific assessments for all positions, including interviews, skills demonstrations, oral presentations and operational assessments. At the annual operations assessment center, 16 lieutenant, 4 captain, and 3 battalion chief candidates were assessed. We assessed seven candidates (on two separate occasions) for the position of equipment operator, and one candidate for the position of Fire Lieutenant–Training (EMS). We interviewed 3 personnel for promotion to Office Assistant III.

GRANTS

The GRFD was awarded two grants in 2019. The first was a FEMA Fire Prevention and Safety grant to fund our \$354,566 Residential Safety Program (RSP). Additionally, we received an Assistance to Firefighters Grant (AFG) to implement a \$1.43-million health and safety project to install source-capture exhaust removal systems for every front-line apparatus to evacuate carcinogenic diesel fumes from our fire stations.

As this fiscal year comes to a close, we are awaiting notification of nearly \$2-million in awards for two AFG applications that we've submitted. Those projects include a 100' platform aerial, new hose, and mobile radio repeaters.

COMMUNITY INTERACTIONS AND OUTREACH

Every other week during the school year, the GRFD joins Innovation Central High School Principal Mark Frost for a half hour in the morning standing in front of the building welcoming students to school with a handshake.

Chief Tennant also manages ride along and job shadow requests, responds to employment opportunity inquiries, fundraising requests, and internship requests.



- 2019 community interaction opportunities: 67.
- Deputy Chief Tennant continues to represent the fire service and the City of Grand Rapids as co-chair of the Michigan Governor's Traffic Safety Advisory Commission Traffic Incident Management Action Team.
- Brought to West Michigan for the first time, planned and conducted the Statewide Press release during Traffic Incident Management Awareness week in November.
- Attended and spoke at the annual Michigan Traffic Safety Summit in Lansing.
- Attended and spoke at the Regional Traffic Incident Management Conference in Florence, Kentucky.

SUPPORT SERVICES



HEALTH AND WELLNESS

Support Services supports the GRFD Wellness pillar in the following manner:

- Scheduling and managing the annual GRFD physicals with our occupational health provider. Added this year, as a part of pursuing excellence in health and wellness, was implementation of the Fire Service Joint Labor Management Wellness-Fitness Initiative recommended screening for the necessity of, and providing as identified, cardiac exercise stress testing for our members.
- Review of injuries, work status, and follow up care.
- Oversight and support of the Critical Incident Stress Management/Behavioral Health Team, which includes peer support and employee assistance programs, managed by Captain David Marchinda and assisted by EO Darcy Cooper.
- Chief Tennant successfully completed Group Crisis Intervention and Assisting Individuals in Crisis training through the International Critical Incident Stress Foundation.

PREVENTION

Support Services supports the Fire Prevention Division in the following manner:

- Guidance, oversight and periodic meetings with the fire marshal and other fire prevention leadership.
- Assistance with billing processes, and issues with the city treasurer and comptrollers' offices.

TRAINING

Support Services coordinated and worked with the GRFD Training pillar in the following manner:

- Production of a professional development model manual.
- Coordinated recruitment and hiring process administration.
- Chief Tennant taught two classroom segments of the training academy and participated in state testing. These activities allow him to maintain his state fire training certifications.

OPERATIONS

Support Services supports the Response pillar in the following manner:

- Ensuring shift balance of assigned suppression personnel, coordinating and making duty assignments for new hires, newly promoted members, and when the need for long term acting assignment occurs.
- Management of the quarterly duty draws.
- We continue to emphasize succession planning, continuity of operations and mentoring of our personnel as they work towards the next steps in their careers.
- The fire chief, two deputy chiefs and assistant chief alternate taking the role of duty officer. The duty officer stays available during the course of their assigned timeframe, maintaining the ability to respond to extra alarms, make emergency callbacks, and be available for the on-duty suppression forces 24/7 as an additional resource for consultation and decision making.
- Emergency medical services support by providing program education sponsor oversight and participating in the schedule rotation for on call infection control officer. Chief Tennant maintains an EMT-B and instructor coordinator license.
- 2019 Car 2 alarm responses: 33.

HUMAN RESOURCES

Retirements

Eight personnel concluded their service with the GRFD during 2019:

Lyle Frederickson	03-21-2019
Mark Klassen	05-15-2019
Bruce Veldkamp	05-19-2019
Doug Haisma	07-04-2019
Tim Kragt	08-06-2019
Rick Veldkamp	09-03-2019
John Kurkowski	09-04-2019

Promotions

Thirteen personnel received promotions within the GRFD during 2019:

BATTALION CHIEF

Eric Freeman	06-03-2019
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CAPTAIN

Matt Keusch	06-03-2019
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LIEUTENANTS

Curtis Walsh	06-03-2019
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Cory Kernodle	07-10-2019
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Casey Spielmaker	09-04-2019
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EQUIPMENT OPERATORS

Bill Fabiano	01-15-2019
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Brian Meyerholtz	01-15-2019
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Ted Rusiecki	01-15-2019
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Jason Tuttle	01-15-2019
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Eric Balahoski	10-23-2019
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Matt Hutter	10-23-2019
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Mike Myers	10-23-2019
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OFFICE ASSISTANT III

Olivia Hickey	12-16-2019
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FISCAL SERVICES – TRUDY RENNEY

FY2019 began with an amended Fire Department general fund budget of \$31,482,122 and \$255,000 in capital funds for a budget of \$31,737,122. Revenue received in FY2019 was \$844,572 from fees and State funding. Total budget funds utilized in FY2019 budget year resulted in the department being 1.53% under budget for FY2019.

FY2020 began with a general fund budget of \$32,418,005 and \$266,863 in capital funds for a budget of \$32,684,868. In September 2019, GRFD received a FEMA grant award in the amount of \$1,225,455 for exhaust removal and wellness training, and a second FEMA grant award in the amount of \$245,288 to continue funding our Residential Safety Program with smoke and carbon monoxide detectors. The FY20 estimated revenue of \$925,224 is a combination of fees and state funding. The first half of the FY2020 year closed with approximately 53.04% of the amended budget remaining and 86.93% of projected revenues having been received.

EMERGENCY MANAGEMENT

EMERGENCY MANAGER—ALLISON FAROLE



The City of Grand Rapids has relied on Kent County for emergency management services for the past decade. With the establishment of the Emergency Management Administrator position, the City of Grand Rapids is currently rebuilding the emergency management program for the city. The program is currently guided by an Emergency Action Guide (EAG) that is the driving force for all emergency management activities. Overall, emergency management activities occur throughout city departments; however, there is no coordination amongst these activities. The City of Grand Rapids is not recognized as a separate voting member on the Region 6 Homeland Security Planning Board and does not receive its own Emergency Management Performance Grant (EMPG) funding.

Upon evaluating the current status of the emergency management program for the City of Grand Rapids, The fire department recommends the establishment of the Office of Emergency Management (OEM). The Office of Emergency Management is housed within the City of Grand Rapids Fire Department and reports directly to the Fire Chief. OEM services will be for all internal and external customers within the City of Grand Rapids. To provide guidance for the OEM, an Emergency Operations Plan (EOP) needs to be developed. Additionally, a Continuity of Operations Plan (COOP) and Emergency Action Plans (EAP's) need to be developed to ensure city services are continuous and all personnel know what safety actions to take. To provide a guide for the Office of Emergency Management to meet accreditation and annual goals, the office will develop a strategic plan that includes a mission and vision statement. Additionally, a three-year training and exercise plan will be developed to ensure improvement plans are being utilized and state mandates are being met.



September 11, 2019 storm damage—Fairview St. NE

Twenty-one initial actions have been drafted to establish the Office of Emergency Management for the City of Grand Rapids. Highlights include:

- Development of an Emergency Operations Plan (EOP).
- Development of a Continuity of Operations Plan (COOP).
- Develop a Disaster Recovery Framework.
- Re-structure of the Emergency Operations Center (EOC) and provide position-specific training.
- Establish access to emergency alert systems for public outreach.
- Develop Emergency Action Plan (EAP) for critical infrastructure.
- Develop a 3-year training and exercise plan.
- Utilize Emergency Management Accreditation Program (EMAP) standards to ensure all Federal and State mandates are met.

HONOR GUARD AND AWARDS COMMITTEE

HONOR GUARD – B.C. MARK NOORMAN & CAPT. MATT KEUSCH



The honor Guard is comprised of 13 members who volunteer their time to represent the Grand Rapids Fire Department at fire department functions and retiree funerals. Last year, honor guard members stood guard at 13 retiree funerals, and were involved in 11 different department events. These events consist of parades, firefighter of the year, awards ceremonies, and the occasional posting of colors at community events like the 9-11 salute, and the Polish festival.

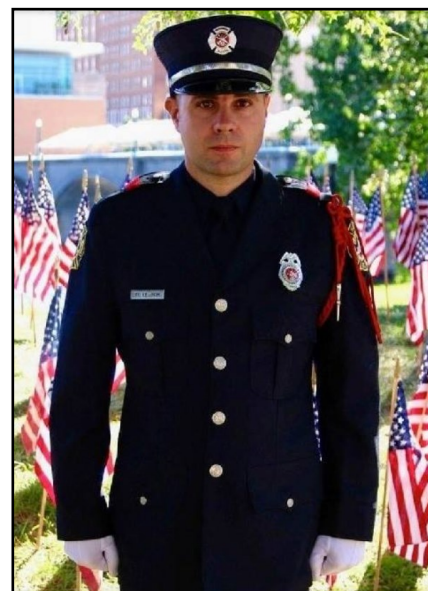


AWARDS COMMITTEE – LT. CORY KERNODLE

2019 Awards Committee Membership			
Chair – Cory Kernodle	Daniel Veneklas	Robert Rood	David Noorman
Alex VanPutten	William Smith	John Keillor	Matthew Sheffer

The awards committee encourages and reviews award nominations for the following awards: Medal of Honor, Medal of Merit, Commendation Medal, Achievement Medal, Unit Citation, Medical Award, Live Birth Award, Civic Award, and Distinguished Service Recognitions. The committee conducts investigations and interviews to verify information to ensure that the proper awards are given out to the deserving people. In 2019, 34 members of the GRFD received an award, 32 members received Distinguished Service Recognitions, and 8 civilians received a Civic Award.

Another responsibility of the Awards Committee is to assist the American Legion's Firefighter of the Year Banquet. The committee reviews applications and narrows it down to 3 for submission. The 2019 Firefighter of the Year was Captain Matthew Keusch.



FLEET — FACILITIES — BUDGET



ASSISTANT CHIEF BRAD BROWN



- Car 4 was placed into the duty officer rotation, responding to several large fires in a supporting role to coordinate citywide coverage, serve as a safety officer, liaise with agencies such as the American Red Cross, or serve as PIO, freeing up the incident commander to focus on the emergency scene.
- Re-instituted an annual fire station inspection program, generating hundreds of repair tickets, many of

which were completed during 2019.



- Worked with the fleet captain to outfit all reserve apparatus with loose equipment to ensure quicker changeovers and allow for units to be placed into service during emergency callbacks with adequate tools and capabilities.
- Converted the fire station laundry process from sending out laundry to utilizing in house washers and dryers for uniforms and linens.
- Purchased bail out kits, assisted with turnout gear alterations for tabs, and took delivery of battery-powered fans for the truck companies. We have received positive feedback from crews on the fans and their ability to quickly and quietly remove airborne contaminants from our scenes.



- Car 4 conducted an accreditation peer assessor visit for the fire department of Ottawa, Canada.
- Extensive work began on revising our apparatus plan. Increasing call volumes, lead times on new units, and the inability to fully fund the account has resulted in a poor situation with regards to our apparatus capability and readiness.
- Met with purchasing to outline the 20+ projects underway including efforts to get water on the fire more rapidly with new nozzles and hydrant kits.
- Presented at the Association for Manufacturing Excellence conference in Chicago, IL.

WELLNESS – PLANNING



Vision

Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

Mission

To elevate quality of life through excellent City services.

Priorities

Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.

Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.

Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.

Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.

Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.

Safe Community

All people feel safe and are safe at all times throughout our community.

PLANNING

As the City of Grand Rapids developed its first strategic plan, the team enlisted the assistance of Assistant Chief Brown and the Planning Division, as well as many other city departments and leaders. This coordinated effort to develop community goals and objectives was familiar territory to the fire department, as the GRFD already actively manages a strategic plan.

WELLNESS

- The team drafted and presented an A-3 problem solving tool with a proposal for a City owned clinic to the Human Resources Director.
- Conducted an exercise equipment needs and maintenance assessment with an eye towards creating a long-term replacement plan.
- The Critical Incident Stress Management team upgraded its online computer footprint with ties to the FIRESTRONG peer support program.

FY19 - FY21 Operational Plan		Desired Outcome: A healthier workforce by researching, designing, and implementing a structured wellness program.		Metrics			
Owner	AC Brown			Tasks	Count	Percentage	Last Updated
Support	BC Thompson			Not Started	15	22.06%	1/13/2020
				In Process	6	8.82%	
				Complete	47	69.12%	
				Total	68	100.00%	

FY19 Strategy:		FY20 Strategy:		FY21 Strategy:	
Research baseline insurance costs and industry standards.		Design and develop a structured well-being program		Evaluate and implement changes to the wellness program.	

Goal 1: Research industry standards.		Goal 1: Use the budget process to fund and obtain required education, training, and equipment.		Goal 1: Use trained members and interns to monitor and oversee the Wellness program.	
Tasks	Lt. Zinn	Tasks	BC Thompson	Tasks	BC Thompson
1: NFPA 1582	Q1 Q2 Q3 Q4	1: Certify % of appropriate personnel for physical fitness	Q1 Q2 Q3 Q4	1: Maintain continuing education funding	Q1 Q2 Q3 Q4
2: NFPA 1583		2: Determine scheduling and overtime needs		2: Establish frequency of contact for trainers/interns	
3: IAFF Wellness/Fitness Initiative		3: Draft requirements for a wellness program manager		3: Establish individual member programs	
4: Personal trainer costs		4: Behavioral Health continuing education			
		5: Equipment replacement plan			

Goal 2: Work with internal stakeholders.		Goal 2: Work with Local 366 on voluntary annual well-being checkups.		Goal 2: Measure and analyze results.	
Tasks	BC Thompson	Tasks	BC Thompson	Tasks	BC Thompson
1: HR, Risk Management, Safety Committee	Q1 Q2 Q3 Q4	1: Annual mental and physical wellness assessments	Q1 Q2 Q3 Q4	1: Biometric information	Q1 Q2 Q3 Q4
2: Med 1		2: Workout calendar flexibility to use trainers		2: HPA metrics and participation level	
3: Encompass and CISM team		3: Content of annual physicals - Blood work local?		3: Robertson Brain Health	
4: Health Plan Advocate		4: Health Plan Advocate - A3 at City Hall		4: GRFD use of trainers and interns	
5: GRFD membership		5: Annual behavioral health assessments			

Goal 3: Compare with external stakeholders.		Goal 3: Seek partnerships with nutritionists, dieticians, and physical therapists for facilitation and oversight of wellness program.		Goal 3: Make changes to the structure based on measurements and analysis.	
Tasks	AC Brown	Tasks	BC Thompson	Tasks	BC Thompson
1: Private industry	Q1 Q2 Q3 Q4	1: Supervision of graduate level interns-licensure needs	Q1 Q2 Q3 Q4		
2: Fire agencies		2: Determine the viability of Robertson Brain Health			
3: Governmental agencies		3: Educate membership on the availability of resources			
4: Robertson Brain Health		4: Investigate BCBS tracking app			
		5: O2X (placeholder)			

Assistant Chief Brown is the owner of the Wellness pillar, supported by Battalion Chief Kathy Thompson.

FLEET AND FACILITIES - CAPTAIN TONY HENDGES & LT. TODD WRIGHT



BUILDINGS:

- Assisted with the fire station inspection process.
- Instituted LED lighting upgrades at the fire stations, including signage at the headquarters fire station.
- HVAC upgrades and concrete work improved many of our fire stations.

APPARATUS:

- Continued to work with Rosenbauer on the purchase of three new engines.
- Oversaw an increasing frequency of emergency repairs, even including the utilization of plywood for doors on the rescues while the custom doors were on order.
- Purchased, took delivery of, and placed into service a new hose testing machine.



After almost two decades as the apparatus and building captain, this will be my last update as I am retiring in early 2020. While there are many challenges to managing the entire fleet and all of our fire stations, we have worked hard to ensure we can meet the needs of the city we serve.

PERSONAL PROTECTIVE EQUIPMENT - CAPTAIN BRIAN DEFOREST

The PPE program continued to upgrade the personal protective equipment for members of the department by purchasing forty-seven sets of Morning Pride turn-out gear. This was the second year of a four year department-wide replacement program which will see the department return to black gear with a greater level of comfort, and a higher visibility reflective material.

- A new contract was put in place to provide all members of the department the latest technology in particulate blocking firefighting hoods, to reduce our exposure to carcinogens. New contracts were also put in place to provide our preferred brands of helmets, firefighting gloves, and leather boots at the best available price.
- The goal of the program continues to be ensuring each member has two sets of useable gear that are less than ten years old. The PPE committee continues to prepare for the future by replacing gear for a percentage of the department each year, rather than waiting to replace everything at once.



SELF CONTAINED BREATHING APPARATUS (SCBA) -

SCBA – CAPTAIN SCOTT STEVENSON

Compressor and Fill Stations: The team continued to work with Scott Safety to improve functionality and reliability of the compressor and fill stations.

SCBA's: All SCBAs were flow tested as required for 2019, including specialty team equipment and police equipment. Batteries were changed every six months on all SCBAs. The team began handling more warranty repairs than in the past few years since acquiring new equipment. Air bottles began cycling through hydrostatic testing ahead of schedule.

Fit Testing: Annual face piece fit testing was accomplished for all personnel.

In summary, the SCBA program has worked to keep our equipment reliable and compliant with the latest industry standards.



RADIO PROGRAM – CAPTAIN BILL RACE

The goal of the Grand Rapids Fire Department radio program is to improve training, maintenance, and communication within the entire department.

The fire department operates in excess of 80 mobile radios and 140 portable radios. In the past 2 years, we have expanded the radio program from two personnel to eight. This expansion will streamline training and maintenance for the entire department. The team has improved tracking as well, and provided timely updates to portable and mobile radios. The growth of the program will aid in a smooth succession in the years to follow.

Currently, the City of Grand Rapids; Dispatch, GRPD, and GRFD are in the process of implementing a change-over from a 700 MHz to an 800 MHz radio system. This has been a long process with many different parts. For the past two years, we have been attending weekly meetings with the Kent County Dispatch Authority to make this a smooth transition. The 800 MHz system is scheduled to go in to effect in early fall of 2020.

With the new 800 MHz radio system, the eight person GRFD radio personnel team will be attending a 40 hour instructor training through Michigan State Police. Upon completion of the instructor training, we will be presenting end user training to all GRFD personnel. Also, hands-on/in building testing will be conducted to ensure coverage in buildings through-out the city. Once the 800 MHz system is tested and approved by the City of Grand Rapids, a mass change-over will occur. With assistance from the entire department, the radio program intends to make this a smooth and flawless process.

Program Manager: Captain William Race	Assistant Program Manager: EO Fred White
Equipment and Repairs: EO Rob Rood	Inventory and Tracking: FF Jeremy Chesla
Technician: EO VanLente	Technician: FF Tim Welsh
Technician: EO Zamarron	Technician: FF C. Haisma



PLANNING DIVISION

STRATEGIC PLANNING OFFICE - CAPTAIN SCOTT GRAY



Planning — The planning division facilitates the department's strategic, operational, and budget meeting cycle and helps to organize special projects throughout the year.

- **Strategic and Operational Planning**—During 2019, the planning division organized two strategic plan review meetings. Thanks to the efforts of our 36 member strategic planning review team, the department is able to prioritize efforts to keep the needle moving on the strategic plan. Lt. Hanes manages the monthly operational plan updates. The planning division also coordinates risk assessment and critical tasking review for the fire suppression, EMS, hazardous materials and technical rescue programs.
- **City Strategic Plan**—Captain Gray serves as an objective lead for the city's strategic plan, providing updates and feedback on operational metrics that support the plan.
- **EMS Response**—The department worked with our advanced life support (ALS) agency partners to analyze response data and alarm handling processes in an effort to identify and reduce inefficiencies in the prehospital medical system.
- **Integrated Emergency Management Course**—the department, with the assistance of our intern, Garret Jacobs, applied for and received a federal grant to hold a large scale exercise in Grand Rapids for a severe winter storm event.



Accreditation — The GRFD is an active member of the accreditation community, serving on the Center for Public Safety Excellence (CPSE) educational taskforce, providing peer assessors for site visits to other agencies, and working with local agencies seeking accreditation.

- **Peer Assessors**—Assistant Chief Brown conducted a site visit in Ottawa, Canada; and Captain Gray prepared for a trip to Hartford, CT. Lt. Hanes completed the CPSE peer assessor program. This will allow him to perform agency site visits.
- **Quality Improvement through Accreditation**—the department hosted a class which teaches the basics of creating a standards of coverage document and completing the CPSE self-assessment manual. 17 personnel from 14 departments joined our team for this learning opportunity.
- **Michigan-Ohio-Indiana Consortium**—Captain Gray is a co-manager of the consortium, which holds quarterly meetings. The relationships built through the consortium have provided insights into how our department can utilize the accreditation process to make our own agency better.

Lean — The fire department continues to promote lean methodology throughout the City of Grand Rapids, with several other city departments adopting elements of our planning and management system.

- **Managing for Daily Improvement**—The planning division hosts many outside groups during our Monday management walks (MDI) and continues to deliver A3 problem solving courses for the city each year.
- **Payroll**—Lt Hanes worked with Paula Rule to build process maps for all of her job functions before she retired in 2020. This work helped with the training for Olivia Hickey, our new payroll office assistant.

PLANNING DIVISION

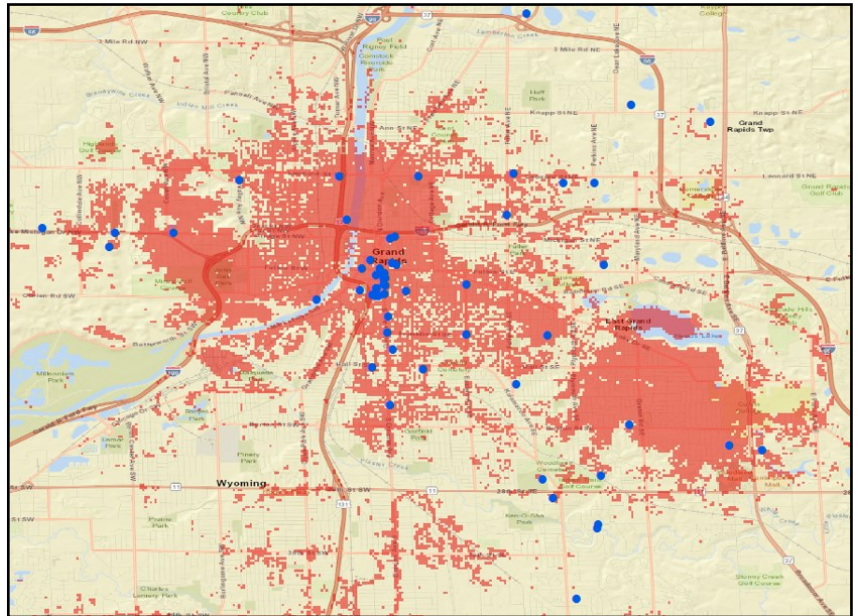


ISO — During 2019, the planning division conducted a review of the 2016 and 2018 ISO documentation to ensure consistency for the next round of assessments.

RMS/IT — The switch to a new RMS system that met national reporting standards kept the planning and IT divisions busy for the majority of 2019. With a deadline of April 1, 2019 to comply with the new NEMSIS standards, a subject matter expert was selected for each apparatus to help deliver this training on a very tight schedule. The department owes a huge debt of gratitude to Keith Borreson and the subject matter expert group for helping to facilitate the move to our new records management systems.

Dispatch Liaison — Deputy Chief VanderWall and the planning division meet regularly with Reed Wakeman from the Grand Rapids Emergency Communications Center (dispatch). Highlights for 2019 included:

- **800 MHz radios**—The planning team, along with Captain Race, attended the Kent County 800 MHz technical steering committee meetings to ensure the move to the new system will meet our operational needs.
- **CAD Problem Reports** - When our personnel identify potential errors in incident recommendations, the team works to assess the issue and communicate its findings back to suppression personnel. Out of 52 incidents that were forwarded to dispatch, 41 were resolved and 11 were still under investigation. This process led to the discovery of numerous mapping issues and the need to adjust street speeds within CAD.
- **Building Risk Classifications**—The team worked to simplify the system, reducing the number of risk classes from 9 to 4 (low, moderate, high, and maximum) to match our risk assessment process.
- **Recommendations**—Deputy Chief VanderWall and the battalion chiefs reviewed all of the alarm type recommendations to ensure they align with our effective response force (ERF) deployment model.
- **Storm events**—Planning division personnel worked alongside fire dispatchers during three large scale events to facilitate identification and deployment of GRFD resources.



Grand Rapids Critical Buildings relative to predicted 31.2 dB In-Building Coverage (41 of 58 are covered at this level)



PLANNING DIVISION

INFORMATION TECHNOLOGY



PERFORMANCE MANAGEMENT AND REPORTING SPECIALIST

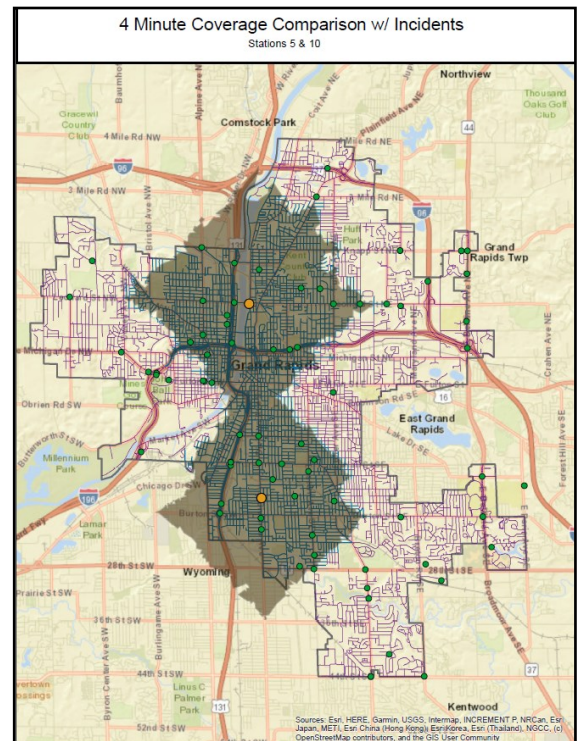
ALEXANDRIA BASZLER

Areas of focus for data analysis in 2019 included:

- Analysis of concentration data for continuous improvement in response.
- GIS mapping and analysis for performance metrics.
- Pulling data for grant and NFPA survey programs.
- Served as a member of the NFPA Technical Committee on Fire Service Analysts and Informational Technology Specialists Professional Qualifications.
- Complete overhaul of the methodology for assembling the CPSE annual compliance report baseline performance tables.



- Image Trend configuration and implementation for incident reporting as well as location, occupancy, and inspection activities.
- Target Solutions configuration and implementation for training records
- Check It configuration and implementation for station, apparatus, equipment, and inventory checks in addition to maintenance requests.



INFORMATION SYSTEMS COORDINATOR - BRIAN BLOCK

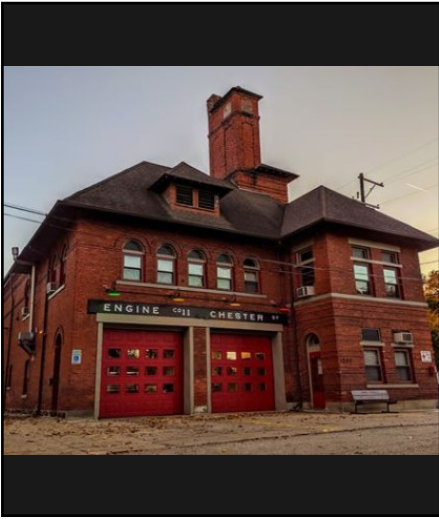
IT improvements for the GRFD in 2019 included:

- Updated CAD to version 4.3
- Replaced or upgraded all department computers to be compliant with Windows 10. This helped to address a security risk the city had identified with the Windows 7 operating system.
- Upgraded all apparatus to HAAS Alert Generation 5, enhancing safety for the motoring public.
- Completed the cyclical replacement of station based PCs, InMotion Devices, and began replacing Panasonic Toughbooks with Dell Toughbooks for our apparatus Mobile Data Terminals.

Incident Information

Incident Type:	STRUCTURE FIRE	Inc Number:	GRF1800025499
Priority:	1	Alarm Level:	
Incident Status:	Active	Report Number:	18-0018815-GRF(GRF/GRE...
Primary Unit:	GRF/GRE03	Backup Units:	GRF/GRE11 GRF/GRR07 GRF/GRR10 GRF/GRR05
Area:	SOUTH	Beat:	GRF-0097
Station:	11	Phone:	(231) 690-6826
Caller Name:	ERIC	Time Initiated:	11:43:02
Date Initiated:	10/30/2018		
Time Updated:	11:47:40		

GRF/dolsen



FIRE PREVENTION



FIRE MARSHAL ERIC DOKTER

The Fire Prevention Division (FPD) focuses inspection efforts to support the department's risk assessment. In 2019, the bureau's existing building inspectors continued to focus on the city's highest risk buildings and processes through the bureau's operational permit program. Existing building staff and office staff also work to administer the maintenance of installed fire protection systems throughout the city as a part of the GRFD's Fire & Life Safety Program.

- Higher risk occupancies in the city continue to be identified via the risk assessment program. Both high and moderate risk occupancies were identified and key fire protection and hazard information gathered by fire suppression crews. This information is collated and available to fire companies through the CAD system as they respond to alarms.
- Fire safety inspections were performed in 8 residential high rises, to enhance fire safety for these occupancies which have a higher life safety risk.
- A vacant building identification and evaluation program was developed in 2018 to decrease the likelihood of firefighter injuries which are more common in this type of fire. At the end of 2019, 11 vacant buildings in the city had placards denoting the identified hazard to warn firefighters of the vacancy. As the program continues, vacant buildings identified by fire crews or inspectors will be inspected, evaluated for hazards, and very hazardous buildings will be referred to the Building Department and City Attorney's Office for repair or demolition.

FY19 - FY21 Operational Plan		Desired Outcome: Create a safer community by implementing an effective community risk reduction (CRR) program.		Metrics			
Owner	FM Dokter			Tasks	Count	Percentage	Last Updated
Support	Captain Gerkey			Not Started	5	17.86%	1/13/2020
				In Process	6	21.43%	
				Complete	17	60.71%	
				Total	28	100.00%	
FY19 Strategy: Perform a community risk assessment to identify areas of concern.		FY20 Strategy: Develop and implement community risk reduction plans.		FY21 Strategy: Broaden implementation of the community risk reduction plan.			
Goal 1: Identify gaps in current risk reduction efforts.		Goal 1: Develop countermeasures to address identified risks.		Goal 1: Manage available resources.			
Tasks		Tasks		Tasks			
1: Research the Standards of Coverage		1: Research resources needed and costs		1: Re-evaluate FY20 results			
2: Research the Emergency Action Guidelines		2: Use priority matrix to triage interventions		2: Determine personnel requirements			
3: Identify unknown risks		3: Use budget process to fund options					
Goal 2: Gather data on gaps for areas of concern.		Goal 2: Draft individual CRR plans, implement high impact/low effort interventions.		Goal 2: Implement high impact/high effort interventions.			
Tasks		Tasks		Tasks			
1: Analyze census and other demographic data		1: Minor program changes during fire prevention week					
2: Analyze incident data							
3: Analyze statistical data							
4: Identify stakeholders							
Goal 3: Communicate community risks to stakeholders and gather feedback.		Goal 3: Identify resources needed to implement high impact/high effort interventions.		Goal 3: Review, Evaluate and Adjust			
Tasks		Tasks		Tasks			
1: Meet with stakeholders		1: Choose one pilot program					
2: Communicate gaps to the community		2: Utilize the grant process for funding					
		3: Research other funding mechanisms					

P:\Support_Services\Strategic Planning Office\Planning Meetings\Operational Planning\Monthly Operational Plan Report-Outs

FIRE PREVENTION



- Inspection activities were conducted in approximately 950 higher-hazard existing buildings in 2019. These activities include initial inspections, follow-up inspections, and other enforcement activities.
- The Fire Prevention Division continued its efforts to ensure that installed fire protection systems continue to function as designed. Well over 2,000 fire suppression and fire alarm system inspection reports were reviewed in 2019. Follow-up to ensure repairs of defective systems and inspections of occupancies that had deficient systems were performed. At the end of the year, 84% of identified life safety fire protection systems were in appropriate working order.
- The Fire Prevention Division consulted with ArtPrize Project1 artists and venues to ensure safety from fire and other hazards for visitors who enjoyed those installations. Planning continued to coordinate with ArtPrize for inspections of venues for the 2020 event.
- On nine evenings in 2019, nightclub inspections were conducted to ensure adequate crowd management and guard against overcrowding in approximately 100 venues.
- The Fire Prevention Division is responsible for following up on nuisance reports associated with the City's two-year Recreational Fire Permit program. Fire suppression crews responded to 140 active complaints of smoke due to recreational or nuisance fires between March and April of 2019, and FPD personnel evaluated the reports for possible additional education or enforcement action. FPD is authorized to issue civil infractions to repeat offenders.
- The Grand Rapids Fire Department participated in continuing revisions and streamlining of the City Clerk's Office licensing program, along with personnel from the Attorney's office, GRPD, and Building and Planning Departments. This work resulted in a revised ordinance for licensing in 2019.
- GRFD Fire Prevention Division personnel worked alongside a multi-department team to plan and prepare for the development and commissioning of medical marijuana grow and provisioning centers in the city. This project will continue to require resources from GRFD as well as other city departments as the rules for recreational marijuana facilities are developed at the State level.



FIRE PREVENTION



- FPD inspectors, working alongside school maintenance and security personnel, inspected 103 elementary and secondary schools within the City of Grand Rapids in 2019. This includes every elementary and secondary school in the Grand Rapids Public School system.
- FPD personnel conducted seven training events to educate operators of Mobile Food Preparation Vehicles (MFVs) in the safety regulations as part of the city's efforts to encourage the growth of the food truck scene in the city. FPD inspectors conducted inspections of all 60 City-licensed Mobile



Food Preparation Vehicles. Additionally, Grand Rapids FPD has taken a lead role with area fire departments for safety inspection programs for MFVs, working alongside inspection personnel from Kalamazoo, Grand Haven, Muskegon Heights, Saugatuck, and Oshtemo Township to develop reciprocity and allow operators to move between jurisdictions without incurring inspection costs in each one. This work has evolved into a group within the Michigan Fire Inspection Society known as Mobile Food Service Unit Inspection Consortium. Kalamazoo Fire Marshal Jim Williams is the chair, and Lt. Smith is co-chair of this consortium.

- GRFD issues permits and witnesses demonstrations of pyrotechnic and flaming displays for theatrical and musical performances to ensure the safety of the public and performers. In 2019, 20 pyrotechnic displays and approximately 19 instances of the use of open flames were evaluated and approved by FPD personnel. There were no injuries reported from any of these potentially hazardous events.



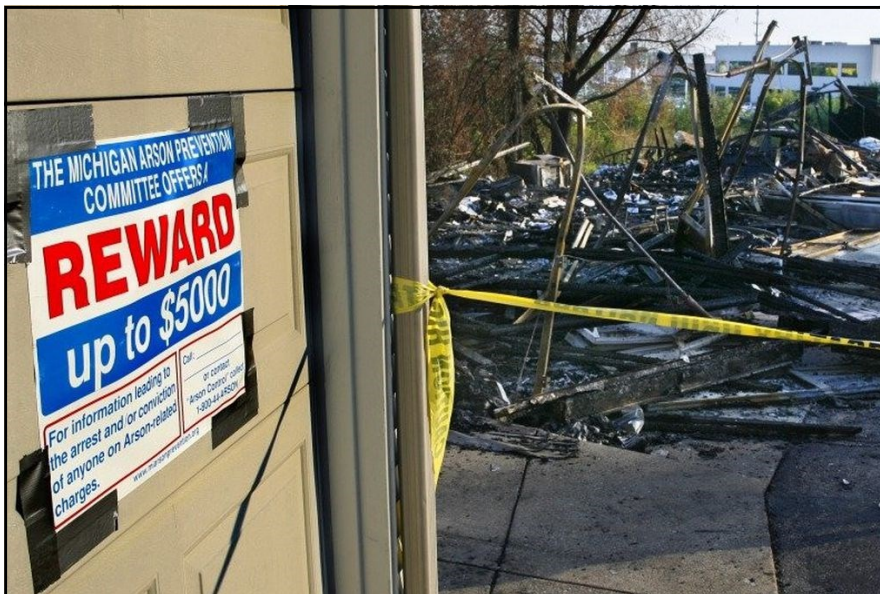
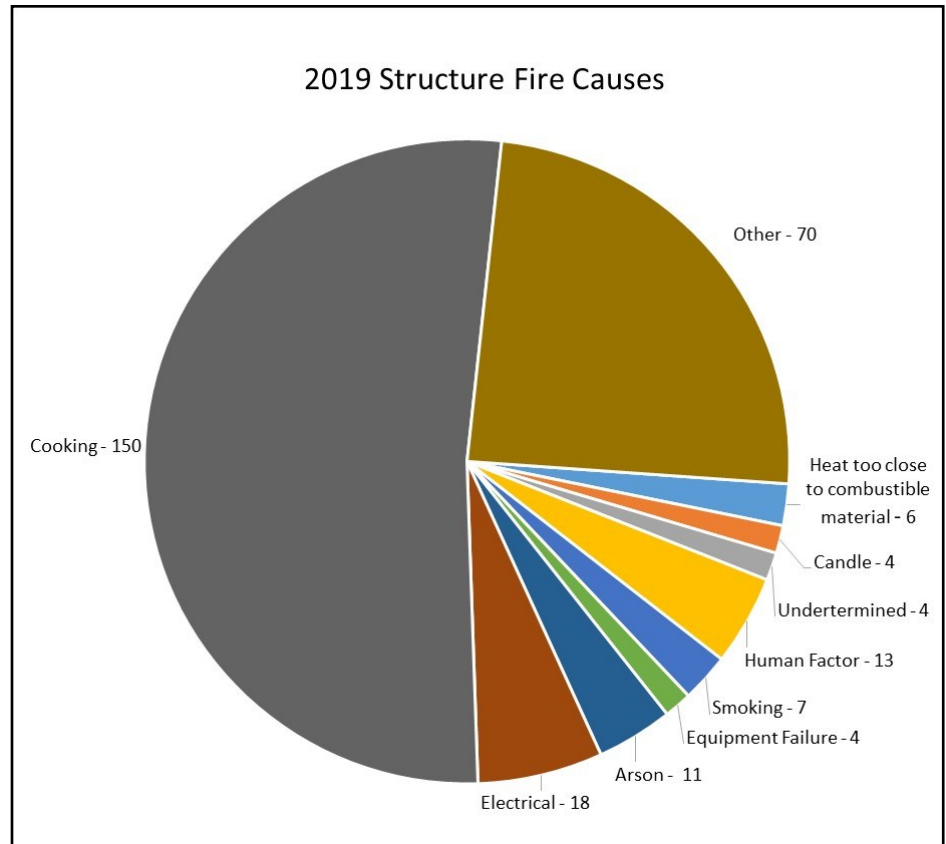
FIRE PREVENTION



FIRE INVESTIGATIONS

Fire inspectors are trained by the Michigan State Police or at the National Fire Academy to provide origin and cause determination. While the identification of intentionally set fires is a very important component of the reason fire investigations are conducted, identifying the cause of even accidental fires assists the fire department in formulating its approach to the development of its overall fire prevention message.

In 2019, GRFD fire inspectors performed 30 fire investigations, with one residential fatality and one vehicle fire fatality for the year. The leading causes of fire in Grand Rapids are outlined in the accompanying chart.



Support is provided to our fire investigation efforts by the Grand Rapids Police Department, Kent County Sherriff's Department, The Federal Bureau of Alcohol, Tobacco, Firearms, and Explosives, and the Michigan State Police.

FIRE PREVENTION



PUBLIC EDUCATION

The GRFD is always educating the public about fire safety. In addition to our home safety assessments, our firefighters frequent block parties, make schools visits, and attend festivals and trade shows to spread the word about smoke alarms and fire safety.

This year, the Fire Prevention Division assisted fire suppression personnel in inviting the public to learn about fire safety topics and fire department operations during fire safety station open houses April.



Also during the Fire Safety Month of October, and to the end of November, our fire crews reached out to all of the second graders in schools near their fire stations to talk about the fact that matches are “tools for adults” and to bring them to a responsible older person if found around the house. We had a lot of fun “stop-drop and rolling”; and we talked about smoke alarms, the loud sound they make, and what to do if they heard the smoke alarm in their house sounding. Over the course of that time, we were able to reach over 2,000 of our future fire-safe citizens.



Lastly, more than 2,000 children received home fire safety education through the use of the Residential Safety Program’s safety trailer, a mobile classroom that simulates a home. During the program, children learn to identify safety hazards in the home, and respond to a simulated fire with the use of theatrical smoke and actual smoke detectors by safely evacuating the “home.” The children leave with educational materials to share with their parents so that the skills they learn can be used by the entire family.

RESIDENTIAL SAFETY PROGRAM

The Residential Safety Program continues to support the department's federally funded, home safety assessments. This program gives us the opportunity to deliver fire safety education directly to our citizens, and install smoke and carbon monoxide alarms utilizing our on-duty fire crews. GRFD's latest FEMA grant request included funds for the purchase and installation of carbon monoxide (CO) alarms as a part of the Residential Safety Program. CO alarms will augment our robust smoke alarm installation program to increase the ability of our citizens to respond safely to hazardous conditions in their homes.

The number of Home Safety Assessments conducted has increased over the last few years.

In 2019:

- 7,633 smoke alarms and 3,855 CO alarms were installed in 1,377 homes. Since the beginning of the program, 62,830 smoke and 8,492 CO alarms have been installed in 10,452 homes.
- 61% of assessed homes had two or less working smoke alarms installed, and 327 (24%) of those had no working smoke alarms. For proper protection, the average home requires approximately 6 to 8 smoke alarms.
- 38% of the 1,548 smoke alarms removed were inoperable.

The RSP team attended over 175 events. Many events included the safety trailer program to educate approximately 4,000 children about home fire hazards, evacuation planning, and what to do when a smoke alarm goes off in their homes.

Citizens that received the free alarms and Home Safety Assessments expressed a 99.68% satisfaction rate. Many praised both the program and GRFD personnel for their knowledge and professionalism.

A few of the many organizations that helped promote the program are: American Red Cross, Bethany Christian Services, Disability Advocates of Kent County, DTE Energy, Grand Rapids African American Health Institute, Grand Rapids Children's' Museum, LINC Up, Operation Save-A-Life, Storytime in the Park, West Michigan Hispanic Chamber of Commerce, as well as many Neighborhood Associations.



CONSTRUCTION & PLAN REVIEW



Our fire prevention staff continues to provide technical expertise in the area of fire protection system installation and acceptance for new building and remodeling projects. This application of fire protection technical expertise begins in pre-construction meetings with builders and developers, continues through system plan reviews and consultation with contractors, and culminates with the acceptance inspection and testing of the installed systems. During this whole process, GRFD fire inspectors work closely with city personnel from a variety of different departments in order to provide as seamless an integration of services as possible.

- GRFD personnel are involved in preconstruction meetings with architects, engineers, and designers; on-site consultation with superintendents and installers; inter-departmental meetings to coordinate requirements and inspections, and Design Team meetings where developers consult with city decision-makers on potential issues and project considerations before plans must be finalized.
- In 2019, more than 700 fire alarm and suppression system plan reviews were performed, which shows continuing strong construction activity in the city.
- Approximately 850 fire alarm and suppression system rough-in and final inspections were performed in 2019, which is another increase of more than 10% over 2018, and which again shows continuing strong growth in construction within the City of Grand Rapids. Approximately 50 of the final inspections were for larger projects which required the participation of two to five inspectors.

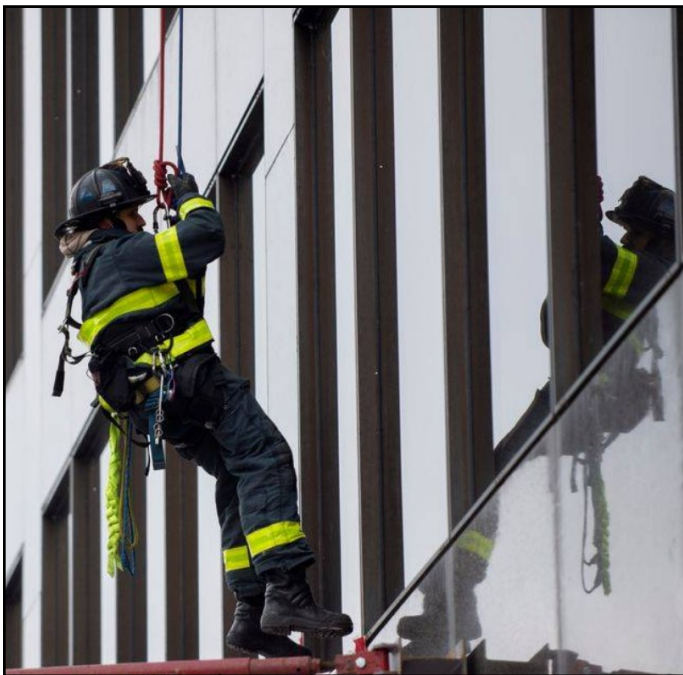


FIRE MATCH - LT. HAROLD ELMORE

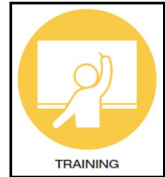


Last year was another very busy and successful year for the Fire Match Program, seeing 17 fire setters in total for 2019. With the program's continued success relying on our fire officer's referrals, I would be remiss if I also did not acknowledge our vital relationships with the Kent County Probation Department and various counseling agencies that play a major role with the referrals that help these families in the Grand Rapids metro area. This program's overall broad reach and impact does not happen without them.

The Fire Match Program has sought specific funding for a one day juvenile fire setter clinic. This clinic provides assistance to families with children exhibiting fire setting behavior. The hopes are to reach the "unreported" segment of juvenile fire setters in the Grand Rapids community and to give an intense and impactful informational clinic using fire staff, the Kent County Probation Office, professional counselors, and a local media personality. While the Fire Match program continues to serve the Grand Rapids community at a very successful rate, it still has room to grow. This program is actively seeking individuals that have the interest and dedication to assist with continuing and advancing the program to the next level.



TRAINING




FIRE CHIEF – TRAINING WES KELLEY

The Training Division was able to assist in providing many varied training and development opportunities during 2019. Training for roof rescues and familiarization with automated alarm systems has increased the effectiveness and safety of our responses.



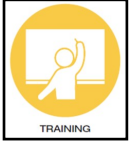
Awareness of cancer prevention measures and overall wellness was increased during the Safety Stand Down. Initial training began for Rescue Task Force response and the use of the newly acquired personal escape or “bailout” kits. The Training Center also hosted a Quality Improvement through Accreditation workshop which provided insight into the accreditation process for personnel both within and outside the GRFD.

2019 recruits putting “Excellence” into action.

	FY19 - FY21 Operational Plan				Desired Outcome: Provide the appropriate training to ensure sustainability and growth at all ranks.								<table> <tr> <th colspan="3">Metrics</th> <th rowspan="2">Last Updated</th> </tr> <tr> <th>Tasks</th> <th>Count</th> <th>Percentage</th> </tr> <tr> <td>Not Started</td> <td>11</td> <td>21.57%</td> <td rowspan="3">1/13/2020</td> </tr> <tr> <td>In Process</td> <td>14</td> <td>27.45%</td> </tr> <tr> <td>Complete</td> <td>26</td> <td>50.98%</td> </tr> <tr> <td>Total</td> <td>51</td> <td>100.00%</td> <td></td> </tr> </table>						Metrics			Last Updated	Tasks	Count	Percentage	Not Started	11	21.57%	1/13/2020	In Process	14	27.45%	Complete	26	50.98%	Total	51	100.00%	
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Complete	26	50.98%																																					
Total	51	100.00%																																					
FY19 Strategy: Develop a training curriculum to provide comprehensive program content.					FY20 Strategy: Implement a training program that builds sustainability and growth at all ranks								FY21 Strategy: Evaluate whether the training program ensures sustainability and growth at all ranks.																										
Goal 1: Perform a training gap analysis.					Training Chief Kelley				Goal 1: Identify and develop subject matter experts and instructors.					Training Chief Kelley				Goal 1: Perform a training gap analysis					Training Chief Kelley																
Tasks					Q1 Q2 Q3 Q4				Tasks					Q1 Q2 Q3 Q4				Tasks					Q1 Q2 Q3 Q4																
1: Establish a baseline									1: Develop a Subject matter expert list									1: Compare to FY 19 baseline																					
2: Establish current training levels									2: Develop an instructor list									2: Assess recruit testing																					
3: Identify Instructor 1's, Fire Officer 1 and 2's									3: Identify back-ups/successors for each position									3: Does rank-based job training provide value?																					
4: Assess testing of recruits vs. street performance																		4: Identify needed adjustments																					
5: Develop rank-based job description training needs.																																							
Goal 2: Alignment of industry standards with each position and specific needs to the GRFD					Training Chief Kelley				Goal 2: Scheduling of training					Training Chief Kelley				Goal 2: Implement needed adjustments.					Training Chief Kelley																
Tasks					Q1 Q2 Q3 Q4				Tasks					Q1 Q2 Q3 Q4				Tasks					Q1 Q2 Q3 Q4																
1: Identify industry best practices.									1: Determine capacity for training									1: Ensure all officers are Instructor 1 certified																					
2: Formalize acting officer and E.O. certification									2: Company taskbook																														
3: Implement better internal tracking of certificates.									3: Operator Balance Chart for Fire/EMS/Other																														
4: Capture the benefit of outside training.																																							
Goal 3: Enhance company officer instructor capabilities					Training Chief Kelley				Goal 3: Educate the workforce on the "why" of needing this training.					Training Chief Kelley				Goal 3: Develop a sustainability plan for the training curriculum.					Training Chief Kelley																
Tasks					Q1 Q2 Q3 Q4				Tasks					Q1 Q2 Q3 Q4				Tasks					Q1 Q2 Q3 Q4																
1: Provide the NFPA Instructor 1 course									1: Engage crews for buy-in - build ownership									1: Research the latest skills/techniques needed																					
2: Develop an Instructor 1 addendum class									2: Ask for feedback at training - 30/60/90 days later																														
3: Develop an internal post-class assessment									3: End of course summaries - lessons learned																														
4: Require new instructors to teach at the academy									4: "Did You Know" follow-up																														

P:\Support Services\Strategic Planning Office\Planning Meetings\Operational Planning\Monthly Operational Plan Report-Outs

TRAINING



GRFD TRAINING CENTER

The GRFD Training Center was utilized by several organizations outside the GRFD and for additional programs. In particular, the GRFD helped to increase City employee and citizen safety through CPR classes, Confined Space Entry certification, and education and inspections for the operators of Mobile Food Vehicles. Other organizations and activities included:

- Grand Rapids Police Department
- Kent County Sheriff
- DEA
- Michigan Volunteer Defense Force
- Kent County CERT
- Wyoming Fire Department
- GRFD Summer Youth Academy

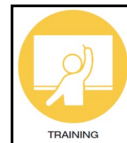


2019 RECRUIT ACADEMY

The 2019 Recruit Academy began in October and continued through January of 2020. This group of recruits performed very well and will be an asset to the GRFD for years to come. This was the second Academy to include certification to the EMT level. The Training Division assisted several department members with either attaining or maintaining their MFFTC Instructor I certification by providing instructional opportunities during the Academy.



SAFETY COMMITTEE – TRAINING CHIEF WES KELLEY



GRFD SAFETY COMMITTEE

The GRFD Joint Labor – Management Safety Committee investigated accidents and injuries, responded to member safety concerns, and made recommendations to the Fire Chief to improve safety.

2019 Safety Committee Members		
Training Chief Wes Kelley	Captain Kevin Carmel	Captain Dan VanderHyde
Captain Mark Fankhauser	Firefighter Steve Adamczyk	Firefighter Jeff Lysiak

The Committee investigated 19 crashes involving Fire Department apparatus and other vehicles, as well as 55 reported member injuries. Based in part on these reports, the committee began issuing quarterly bulletins, with recommendations and reminders such as:

- Proper use of PPE such as eye protection, safety vests, and gloves.
- Proper accident and injury reporting.
- Post-incident decontamination.
- Personal hygiene - decontamination of computers, iPads, and phones.



The Committee received safety concerns regarding various issues, including:

- Wearing of complete PPE during responses.
- Staging during alarm responses.
- Alteration of PPE items.
- Stress tests as part of the annual physical examination.
- Member safety during the annual MDA activities.

The discussion of these concerns by the committee prompted recommendations, reminders, changes in procedure, and the purchase of safety-related equipment. The committee made several recommendations to the Fire Chief. These included:



- Recommended improvements to station diesel exhaust collection systems.
- Recommended improvements to the emergency lighting on Utility 2.
- Recommended additions/repairs to the grab handles on several apparatus.

RESPONSE

OPERATIONS



DEPUTY FIRE CHIEF TODD VANDERWALL

The Grand Rapids Fire Department answered 24,124 alarms last year, the highest response total in the history of the department. Over the past decade responses rose fairly steady, starting in 2010 with 19,364 responses and increasing by nearly 25% to the 2019 totals! While overall calls for response continue to climb, the positive news from these totals is that fire calls continue to trend downward. The GRFD responded to 689 fire calls in 2010, and finished the decade with 555 fire calls in 2019, the lowest fire response numbers over the last 10 years for a 19% decrease from where we started 10 years ago.

We continue to study our metrics of distribution, concentration and reliability and make operational adjustments to better respond to the needs of our community. A good example of this is the evaluation of our extrication tool placements on our front line apparatus. Historical data indicated that if we realigned the placements of those tools, we would most likely achieve better outcomes in our response metrics for extrication assignments. We will evaluate the response metrics in 2020 to confirm our anticipated response metric improvements.



Last year we worked together with the bargaining unit to make some significant changes in our staffing models for special response incidents. Special responses are hazardous materials, technical rescue, and water rescue operations. These incidents require a group of



firefighters with specialized skills to mitigate a special response type incident. Instead of specially trained responders scattered across the city at various stations, we centralized our special response personnel to LaGrave Station for technical rescue, Bridge Station for water rescue, and Franklin Station for hazardous materials. As we continue to monitor these adjustments we anticipate a much more efficient response model with greater capabilities on special response alarms.


RESPONSE



In 2019 we assisted other communities outside of our city at 65 incidents. We also received assistance from other communities on 72 occasions. To better facilitate the giving and receiving of aid, the GRFD joined Michigan Mutual Aid Box Alarm System (MABAS). The mission of Michigan MABAS is to coordinate the effective and efficient intrastate and interstate mobilization and deployment of fire, emergency medical services, and special operations mutual aid resources, during natural and man-made emergencies and disasters. To simplify, MABAS is an organized network to call for additional resources when the resources within your jurisdiction are overwhelmed due a catastrophic event or events. We look forward to increased response capabilities for our community with this new partnership.

Finally, last year the strategy within the fire department response pillar was to increase community awareness of firefighting, EMS and special operations. We addressed this strategy by holding a community Fire Expo at our LaGrave Ave. Station in May, a Fire Ops 101 event in May (which is a half day class for city officials and community leaders to gain a basic understanding of what goes into the job of firefighting), and open houses at each of 11 fire stations during fire safety week in October. Approximately 800 people attended both the open houses and the expo event, and nine community leaders attended the fire ops event. After conducting an after action review of each the events, we are planning on conducting a Fire Expo every 3 years, annual open houses at each of our 11 stations in October, and a Fire Ops 101 event every one to two years.





FY19 - FY21 Operational Plan

Owner

DC Vanderwall

Support

Chief Lehman

Desired Outcome: Effective all-hazards deployment model with appropriate staff and apparatus levels 90% of the time.

Metrics			
Tasks	Count	Percentage	Last Updated 1/13/2020
Not Started	15	38.46%	
In Process	4	10.26%	
Complete	20	51.28%	
Total	39	100.00%	

FY19 Strategy:

Increase community awareness of firefighting, EMS and special operations.

FY20 Strategy:

Ensure appropriate response to high-risk buildings and events.

FY21 Strategy:

Increase staffing levels to meet community risks.

Goal 1: Conduct Fire Ops 102 for various stakeholders within the community.

DC Vanderwall

Tasks	Q1	Q2	Q3	Q4
1: Establish priority of attending groups	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2: Determine if more than one Fire Ops class is needed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3: Pick dates and establish the agenda	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 1: Conduct a large scale high-risk training exercise to identify deployment gaps.

DC Vanderwall

Tasks	Q1	Q2	Q3	Q4
1: Develop an Incident Action Plan format	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4: Host a large-scale exercise that can expand/contract*	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5: Identify gaps in operational readiness*	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
* These tasks moved to FY21 Q1 and Q2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 1: Seek diverse avenues of funding to ensure adequate operational resources.

Chief Lehman

Tasks	Q1	Q2	Q3	Q4
1: Hold a meeting with the DDA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2: Research ISO staffing impacts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3: Research reduction in overtime vs. hiring additional	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 2: Institute station open houses - foster community engagement

Deputies/ Asst. Chief

Tasks	Q1	Q2	Q3	Q4
1: Gain input from Captains	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2: Develop a schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3: Determine who has priority on Fire Prevention week	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4: Advertise in school and neighborhood newsletters	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5: Develop standard work for agenda and timeline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 2: Adjust staffing matrix to address gaps identified during the large scale exercise.

DC Vanderwall/ Planning

Tasks	Q1	Q2	Q3	Q4
1: Develop a matrix to fix gaps from FY20 Goal 1, Task 1*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2: Prioritize operational gaps*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3: Implement high impact/low effort interventions*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
*These tasks bumped to FY21 Q2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 2: Enhance certification and skill sets of all members to improve concentration metric.

Training Chief

Tasks	Q1	Q2	Q3	Q4
1: Create a member certification level spreadsheet	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2: Analyze data for gaps	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3: Develop classes to address gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4: Research annual class for CSR/Trench/Hazmat/Collapse	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 3: Host an annual expo at LaGrave Station

DC Vanderwall

Tasks	Q1	Q2	Q3	Q4
1: Determine the best time of year for event	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2: Apply for a permit with Office of Special Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3: Assemble an internal committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4: Secure resources - supplies and personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5: Host the event and hold a hot wash for improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 3: Assess vulnerability to natural and man-made disasters.

DC Vanderwall/ Planning

Tasks	Q1	Q2	Q3	Q4
1: Find a location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2: Develop a scenario	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3: Develop a schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4: Analyze responses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goal 3: Joint management/labor understanding of metrics resulting from enhanced staffing levels.

Chief Lehman

Tasks	Q1	Q2	Q3	Q4
1: Develop education material for metrics	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2: Build agreement on verbiage and definitions.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EMERGENCY MEDICAL SERVICES - (EMS) COORDINATOR

CAPTAIN STEVE MACBRIDE



Ensuring continuous quality improvement (CQI) remains a high priority for the professional emergency medical care that the Grand Rapids Fire Department provides. This year a new position was filled by Lt. Cory Kernodle, who has taken on the retrospective CQI review of reports, and providing continuing education for our members in EMS as well as fire training topics. Cory also completed the didactic portion of a hybrid Instructor Coordinator course through Lansing Community College. We identified Equipment Operator/ Paramedic Instructor James Betz as our “Pediatric Champion”. Taking on this role in addition to his normal duties, Jim takes a critical look at our training, equipment, and supplies to ensure we maintain our skills for the pediatric population that we serve.

The GRFD responded to 15,465 requests for medical service in 2019, accounting for 64.11% of the total call volume.

2019 Medical Licensure Levels	2019 EMS Statistics
15 Licensed EMS Instructor Coordinators	111 patients received Narcan (down slightly from 2018)
22 Licensed Paramedics	1248 hours of hands-on training was completed
69 Licensed EMTs	All members completed CPR renewal
105 Licensed Medical First Responders	2200 hours of online training
25 licensed medical vehicles were certified	Inter-department Active Shooter/MCI Training
55 individual medical licenses were reviewed	96 hours of EMS instructor specific training

Two recruit classes attended the Basic EMT course as part of their training. A large focus of continuing education was focused on active shooter and hostile event responses. Coordination with the Grand Rapids Police Department took place to ensure that our teams will work effectively during these dynamic events if needed. The Michigan Bureau of EMS, Trauma and Preparedness conducted a site visit and review. Grand Rapids Fire Department was approved for a three year license to provide continuing medical education.

2019 Major Accomplishments:

- Equipment Operator Nate Bazen was awarded the 2019 KCEMS non-transport provider of the year.
- Provided 7 CPR/First Aid courses for city employees.
- Ergonomic medical bags replaced aging gym-style bags.
- Water rescue training provided at the YMCA.



BATTALION FIRE CHIEFS



Battalion Chiefs serve as the link between administration and suppression personnel. They supervise daily operations and provide direction consistent with the GRFD Mission of valuing people by saving lives, protecting property and responding to the needs of our community.

There are two Battalion Chiefs assigned to each of the three shifts, for a total of six. One Battalion Chief is assigned to the North portion of the city and operates out of the Monroe Avenue Fire Station. The other Battalion Chief covers the South end of the city and works out of the Division Avenue Station.

The North Chief is responsible for the personnel at the Leonard, Bridge, Monroe, LaGrave, Covell and Plainfield Stations. The South Chief

oversees the crews assigned to the Franklin, Kalamazoo, Burton, Division and Chester Stations.

A primary responsibility of Battalion Chiefs is operating as the Incident Commander at any large-scale incident such as a structure fire, hazardous materials incident, or a vehicle extrication. These incidents typically include three or more suppression units. The Battalion Chief coordinates the operations on scene, ensures that there are sufficient resources to mitigate the incident and provides for the safety of the personnel and civilians .

In addition to operational duties, the Battalion Chiefs also manage several administrative needs. These include items such as:

- Staffing- The South Battalion Chief coordinates daily staffing for each shift. This Chief reviews each day's complement of personnel and ensures that the minimum number of personnel are on duty. They also adjust the daily placement of members to meet the needs of city coverage, training and other necessary functions.
- Information- The North Battalion Chief is assigned to start the day with an online Live Meeting to share information that includes all fire stations, administrative personnel, and fire dispatch. The Battalion Chiefs also share what is disseminated at the monthly Command Staff meeting which includes all Chief level officers. Finally, the Battalion Chiefs provide information about actions at incidents through various means including After Action Reviews (AARs), Quality Assurance/Quality Improvement (QA/QI) documentation for various medical incidents, and information shared at quarterly meetings with officers in their respective Battalions.
- Training- Every other month, a Battalion Chief is assigned to create and share with other Battalion Chiefs a training exercise designed to meet the needs of the suppression personnel. This training is then provided to all members via each Chief's battalion. These Chiefs also work closely with the Training Division to oversee crews review of monthly assigned training exercises.

Program Managers- Each Battalion Chief is assigned as a Program Manager and oversees the administrative functions of their respective programs. These include Special Operations, Wellness, Recruitment/Outreach, Support Services, Liaison with mutual aid departments and Extrication.

- The Fire Battalion Chiefs continually work to enable fire companies and individuals to accomplish the vision of the GRFD, to provide world class fire services for our community and to develop the members of department.



NORTH BATTALION - BATTALION FIRE CHIEF KATHY THOMPSON



WELLNESS PILLAR

- We conducted our first Wellness Challenge. Each month of the challenge concentrated on different aspects of wellness: exercise, fitness, nutrition, mental health, stress relief, no soda pop or sports drinks, sleep hygiene, “mileage” (on the road, treadmill, bike, or elliptical), hydration, flexibility, crew workouts, and acts of kindness (mental health). This was approached as more than a simple fitness challenge. It was constructed as a total wellness challenge, incorporating all aspects of our Wellness Program.
- We assisted with a post-fire decontamination SOG that covers on-scene and at the station procedures to minimize our exposure to carcinogens on our gear.
- We secured an AFG grant for wellness which included exhaust systems for each of the fire stations and a 4 day all-encompassing wellness training program offered by O2X, the most revered training offered in the United States, for our entire department.
- We worked hard to align and improve our annual physicals with NFPA 1581 and conducted those for all personnel for 2019.
- We added stress tests for new hires.
- A criteria was developed to identify fire personnel with a higher risk of a cardiac event and we partnered with Risk Management to provide stress testing.
- A wellness/fitness program manager was named to insure compliance with NFPA 1583. EO Vince Lorelli was a natural selection, with his Bachelors of Science in exercise programs and personal training certifications. Vince is supported by EO Dan Weatherwax.
- We participated in the hiring process for Citywide Wellness Coordinator Jessica Welch.



NORTH BATTALION - BATTALION FIRE CHIEF DAVE NOORMAN



EXTRICATION

As a department, 2019 was spent reviewing and preparing for changes in the way we deploy our special teams. The extrication program was no different. After scrutinizing various deployment models against our metrics, it was decided that our current model serves our citizens the best. Currently vehicle extrication is delivered by Engine Co. 5, Rescue Co. 7, and Engine Co. 10, having full extrication capabilities. These crews are also supported by our ladder and platform companies who have stabilization and light extrication capabilities.



Our partnerships with the private sector are also having a positive effect on our metrics. Having multiple training sites located around the city allows crews to train in or near their response districts. This translates to increased reliability, concentration, and distribution metrics.

During 2019, I accomplished a professional goal of mine. I attended and graduated from the Eastern Michigan University Executive Fire Officers Program. This program is designed to prepare chief officers to take on the challenges encountered by today's executive fire officers. Classes were held one week a month in Ypsilanti and made up of chief officers from departments located around Michigan.



I, as well as our extrication crews, look forward to the opportunities 2020 will bring to meet the needs of our citizens and visitors.

NORTH BATTALION - BATTALION FIRE CHIEF COLLIN KELLY



G.R. FORD AIRPORT, TRAINING, AND MUTUAL AID LIAISON

Another busy year in the books! Major accomplishments this year include:



- 2019 was a big year for the Gerald R. Ford International airport. We had several tabletop meetings with all the stakeholders preparing for the FAA required 3 year mass casualty incident airport disaster drill. This will take place in May of 2020. Working with Chief Dancz has been an enjoyable experience. The new Emergency Manager Allison Farole will be an active participant, and an invaluable resource for this event.
- Worked with the Strategic Planning Office to complete auto-aid maps. This will be a great resource for our companies and battalion chiefs who respond into our neighboring communities. These are quick-reference templates to facilitate inter-operability intel as well as resources available within those neighboring departments. Also worked with the captains at those stations to facilitate and schedule ongoing training with Walker, Plainfield, and Kentwood fire departments.
- Being the Training Division liaison was probably my easiest task. Training Chief Wes Kelley has really raised the bar for all of us by creating the training guide template to ensure a more professional and consistent output of training curriculums.
- CIOs continue to grow in number every year now that our community is able to request a fire truck or fire station tour online. We have reached the saturation point of being unable to accommodate 100% of the requests (a victim of our own success)!



2020 is already unfolding to be another productive year and I am grateful to be part of an organization so committed to the community and the constant betterment of our organization. Thank you to all the companies on C shift who made 2019 a win for our department!

SOUTH BATTALION - BATTALION FIRE CHIEF ERIC FREEMAN



RECRUITMENT AND OUTREACH

The Grand Rapids Fire Department aims for excellence in the delivery of emergency services for our city and the surrounding communities. To aim for excellence as a group, we look to find excellence in individuals.

This is one of the core goals of the Recruitment and Outreach Program: to find the best firefighter candidates for *this* community. In 2019, the GRFD, along with the City of Grand Rapids Human Resources Department, was able to hire a class of firefighter recruits resulting from an intense search for the best candidates for Grand Rapids. These recruits were pulled from an initial pool of over 1,000 applicants and completed a 22-week course certifying them as firefighters and basic EMTs.

Along with finding people who are directly interested in working in the GRFD, another understated, yet extremely important purpose of the Recruitment and Outreach program is developing connections: within the community, with other City of Grand Rapids employees, and with local businesses. As fire departments across the nation face challenges, it is absolutely vital that they have the support of local people to succeed. To that end, the Recruitment and Outreach Team has been building relationships with various parts of the community.

The Recruitment and Outreach Team worked hard during 2019 to attract candidates, both local and nationwide. We are continuing to work with HR to build a sustainable hiring model that can evolve as the needs of the city and GRFD change. We are also continuing to network with local people to mine the gems of this community to provide a continuous supply of quality candidates to protect this city. We are actively working to expose the community to the fine work that the GRFD does. We are engaged in several endeavors to provide a glimpse into the GRFD life, particularly for the youth of this community.

These include:

- JROTC program - working with local ROTC students
- Fire Youth Academy - a week-long fire academy experience for local youth.
- Explorer program - a new initiative that provides longer term exposure to the fire service.
- Year-round R/O Team attendance at job fairs, career days, informational meetings with local high schools and colleges.
- Partnerships with organizations such as Michigan Works and Our Community's Children.



The Recruitment and Outreach Team will continue our efforts to bring in the best candidates to supply the GRFD with quality recruits that continue to sustain this organization and protect this community!

SOUTH BATTALION – BATTALION FIRE CHIEF MARK NOORMAN



RECRUITMENT

2019 started off very busy for the South Battalion B shift. We had several fires in the midst of ice storms and polar vortexes. 2019 saw several changes for myself, as I was put in charge of recruitment when I was promoted the year prior. I had assembled a team and had worked several events leading up to the hiring of a class in August of 2019. Those events included opportunities for interested candidates to come to one of three events held at different locations in the city. At these events, we had our recruitment team discuss test taking tips, as well as practice interviews with human resources personnel. We got great feedback on this and look forward to doing it again. The recruitment team also participated in events with the Hispanic chamber of commerce and MI career quest. At these events, we were able to showcase our job to roughly 700 high school students. We also had several team members that would go into local high schools and talk to the students about becoming a firefighter. With the promotion of Capt. Freeman to Battalion Chief this past year I turned over recruitment to him and was reassigned to apparatus inventories. I know BC Freeman will do great things in recruitment, as he was very passionate about it during the transition.



APPARATUS INVENTORY

On the inventory side of things, I am still working with captains to set a basic inventory on the variety of apparatus. It will be my goal to work with them to make sure our reserve apparatus are stocked with equipment to make for a quick changeover when an apparatus needs to go out for service. In the fall of 2019, a hose committee was formed to look at the different hose loads we carry on our apparatus. The last time this was assessed was in the mid 1980's. The committee has come up with a new extended lay utilizing the three-inch supply bundled with 150' of 1 3/4" for an attack line. This will provide us with another option when deploying an attack line, whether it is doing a reverse lay, or deploying a line in a long stretch. I am encouraged by the hose committee member's passion and willingness to look at our current model and make it better.

SOUTH BATTALION - BATTALION FIRE CHIEF JACK JOHNSON



SPECIAL OPERATIONS CHIEF

2019 was a busy year in the South Battalion. I started the year out on A shift and was transferred to C shift so that I could better communicate with my special operations programs managers. I continued my role as special operations chief and have administrative oversight of the three special operations teams (Technical Rescue Team, Hazardous Materials Team and the Water Rescue Team), as well as the 6 members we have representing us on the State of Michigan Task Force-1 team.

Other areas of focus for 2019 were:

- Continued training on fire ground tactical operations and education.
- Work with the deputy of operations to streamline our daily operations.
- Continued to be active within region 6 response network .

TECHNICAL RESCUE TEAM - CAPTAIN ED BRAMAN

2019 found the GRFD Tech Rescue team being finalized as a 36 member team, spread across the 3 shifts. With the retirement of Battalion Chief Bruce Veldkamp, the team found members working in new areas of responsibility. Much of the team's focus in 2019 was to increase the amount of training that was done both on shift and off. The team transitioned to a model that found all members in training at least monthly. Members continued to receive training outside the department, while also working with our community partners.

The construction that occurred around the city offered unique training opportunities as well as hazards. The construction atop the Amway Grand Plaza found our members working with the contractors to understand and develop response plans for the unique site. The amount of underground construction that took place in the Heartside area of the city allowed TRT members to train with Consumers Energy, inside the high voltage vaults that exist beneath the city streets. The City of Grand Rapids is an excellent example of the ever-changing response landscape of technical rescue. As 2019 showed, the landscape has and will continue to change. Keeping these changes at the forefront, the GRFD Tech Rescue Team will continue to train for and adapt to the new hazards that we may encounter.





HAZARDOUS MATERIALS TEAM – LIEUTENANT MIKE WITTEVEEN

2019 was another successful year for the Hazmat program. The hazmat team responded to several alarms in the city, as well as assisting regional agencies with on-scene help. Hazmat team members also provided technical assistance and advice to fire and police units where a full team call out was not necessary. We responded to fuel spills, chemical spills, unknown product identification, bio-terrorism issues, and a suspected ricin incident.

We have increased our team to the full 36 member complement. We are continuing to train all members to the Hazmat Technician level. Members also took classes in radiation detection and response, transportation emergencies, chemistry, and hazmat officer.

On the equipment side of things, we have improved our monitoring capabilities, upgrading our Raman and FTIR identification devices. We are hoping to replace most of our radiation detection equipment in the coming year. We have added a new component to our decontamination capability by adding the Decon IQ course, Dahlgren Decon Solution, and Fibertech wipes.

We look forward to 2020 and what the future holds for our team. We continue to streamline our approach to hazmat, while increasing our capabilities to become a MI-MABAS type I team.



WATER RESCUE TEAM – CAPTAIN RICH CLARK

The move into 2020 has found the River Rescue Program being renamed to the Grand Rapids Fire Department Water Rescue Team, with changes to reflect this underway. We are scheduling dive rescue for a large portion of our newly picked team, as well as sending many members out of state to get an advanced class on swift water.

The plan is to have the entire team go through a Grand River based swift water class this coming season, having the class tailored for our needs and our river. The Water Rescue Program is expecting to replace W47, a good machine that has served us well since 1991, but can no longer carry the equipment and personnel needed to support the new dive program.

The Water Rescue Team continues to respond to an average of around 28 calls per year. In 2019, 5 people were rescued with 2 being injured, and one unable to be saved. The team trains over 500 hours per year to keep our skill set at a very high level.

We are still committed to constantly re-evaluating our response capabilities to ensure that the citizens and visitors to the City of Grand Rapids can enjoy water recreational activities in a safe manner.

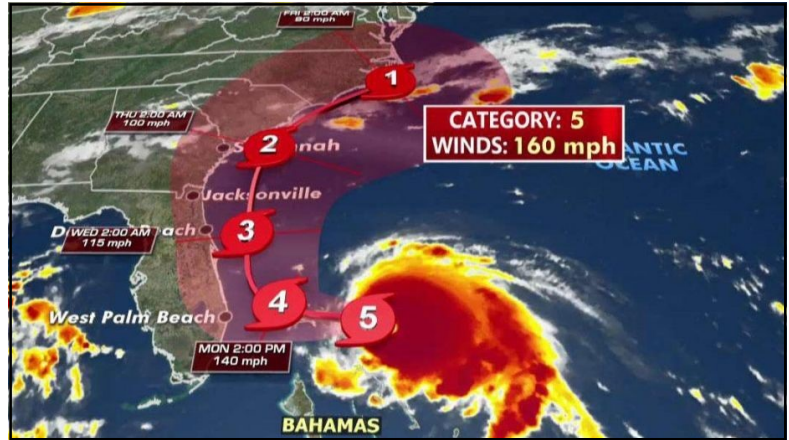
MICHIGAN TASK FORCE -1 DETACHMENT — LT. CURTIS WALSH



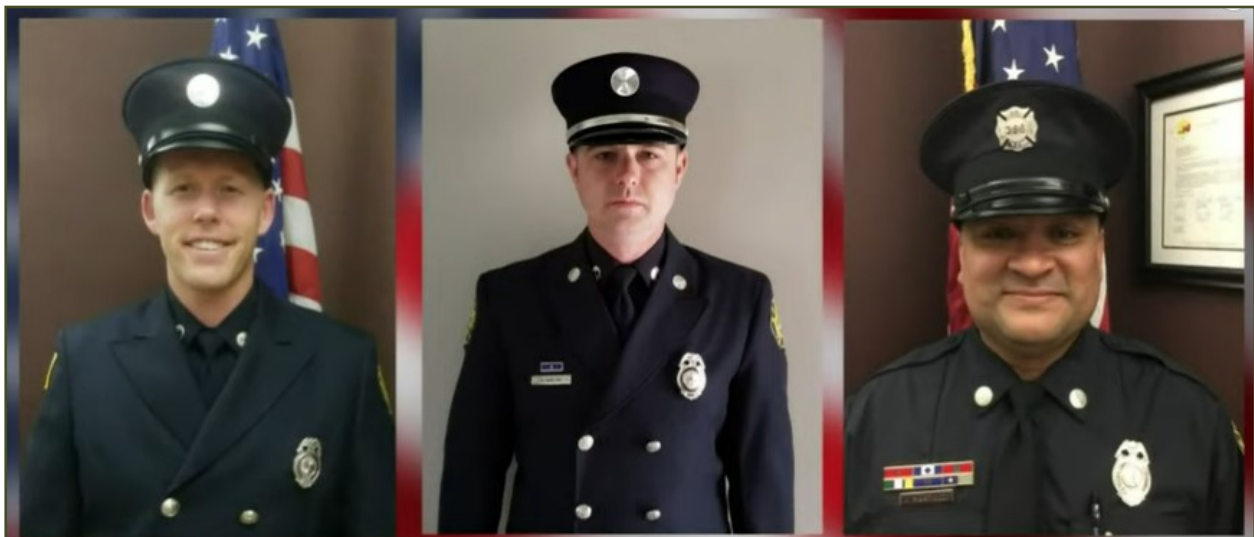
This year four of our six Task Force -1 team members became level one deployable, meaning they attained the proper training levels set forth by the Federal Emergency Management Agency to be deployed as part of a team during a natural or man-made disaster.

In September, Hurricane Dorian was due to strike the west coast of Florida. Michigan Task Force 1 was activated and deployed.

Three Grand Rapids Fire Department personnel attached to TF-1 were sent to a staging area in Jacksonville, FL with the rest of the team. While in Jacksonville the team was sent to Flagler County to assist the local emergency services in damage assessment. Shortly thereafter the team received its demobilization orders, and the



same day received deployment orders to Raleigh, North Carolina to assist with disaster relief there. The team was staged for potential missions into the Outer Banks, however the storm changed in intensity and the team was demobilized and returned to Michigan. The GRFD is proud of our TF-1 members and the commitment they make on a national scale.



BENCHMARK PERFORMANCE STATEMENTS

The **effective response force (ERF)** is the minimum amount of staffing and equipment that must reach a specific emergency zone, within a maximum prescribed total response time, and is capable of initial mitigation. The ERF is the result of the critical task analysis conducted as part of the community risk assessment process. Actual baseline performance is noted in the tables.

Structure Fires

For 90% of **all structure fires** (low, moderate, high and special risk), the total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, is **7 minutes**.

Benchmark	(Low) Fire Suppression - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:01:30	Alarm Handling	Pick-up to Dispatch	Urban	0:02:19 1424		0:02:13 349	0:02:06 358	0:02:29 369	0:02:30 348
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:49 1421		0:01:54 347	0:01:42 358	0:01:42 369	0:01:56 347
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:05:23 1301		0:05:36 312	0:05:10 333	0:05:15 337	0:05:30 319
0:04:00		Travel Time ERF Concentration	Urban	0:05:47 1113		0:06:12 242	0:05:30 282	0:05:23 303	0:05:50 286
0:07:00	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:08:24 1301		0:08:31 312	0:08:05 333	0:08:06 337	0:08:33 319
0:07:00		Total Response Time ERF Concentration	Urban	0:10:09 1113		0:11:01 242	0:09:25 282	0:09:07 303	0:11:22 286

For 90 % of **moderate risk structure fires**, the total response time for the arrival of the effective response force, consisting of **19 personnel**, shall be **11 minutes**.

Benchmark	(Moderate) Fire Suppression - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:01:30	Alarm Handling	Pick-up to Dispatch	Urban	0:01:51 997		0:01:40 253	0:01:46 265	0:01:45 214	0:02:08 265
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:53 997		0:01:58 253	0:01:48 265	0:01:46 214	0:01:57 265
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:04:24 987		0:04:16 250	0:04:13 262	0:04:30 213	0:04:35 262
0:08:00		Travel Time ERF Concentration	Urban	0:09:27 397		0:08:55 101	0:09:49 119	0:09:35 78	0:09:10 99
07:00	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:06:58 987		0:06:55 250	0:06:52 262	0:06:37 213	0:07:23 262
11:00		Total Response Time ERF Concentration	Urban	0:12:24 397		0:11:41 101	0:12:43 119	0:11:47 78	0:12:13 99

BENCHMARK PERFORMANCE STATEMENTS

For 90% of **high risk structure fires**, the total response time for the arrival of the effective response force, consisting of **25 personnel**, shall be **13 minutes**.

Benchmark	(High) Fire Suppression - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:01:30	Alarm Handling	Pick-up to Dispatch	Urban	0:02:04 250		0:01:40 17	0:02:35 20	0:01:56 107	0:02:26 106
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:55 250		0:02:13 17	0:02:04 20	0:01:49 107	0:01:56 106
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:04:02 247		0:04:47 17	0:04:22 20	0:04:33 105	0:03:51 105
0:10:00		Travel Time ERF Concentration	Urban	0:08:21 130		0:08:56 12	0:07:44 14	0:07:50 48	0:08:20 56
07:00	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:07:12 247		0:07:02 17	0:07:15 20	0:07:43 105	0:06:55 105
13:00		Total Response Time ERF Concentration	Urban	0:11:09 130		0:11:41 12	0:10:52 14	0:11:14 48	0:10:51 56

*Note that for 2018 and 2019 the methodology for classifying incidents was modified, resulting in more high risk fire incidents.

For 90% of **maximum risk structure fires**, the total response time for the arrival of the effective response force, consisting of **34 personnel**, shall be **15 minutes**.

Benchmark	(Maximum) Fire Suppression - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:01:30	Alarm Handling	Pick-up to Dispatch	Urban	0:01:39 17		Not Enough Data 3	Not Enough Data 2	Not Enough Data 7	Not Enough Data 5
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:52 17		Not Enough Data 3	Not Enough Data 2	Not Enough Data 7	Not Enough Data 5
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:03:35 16		Not Enough Data 3	Not Enough Data 1	Not Enough Data 7	Not Enough Data 5
0:12:00		Travel Time ERF Concentration	Urban	0:06:12 13		Not Enough Data 2	Not Enough Data 1	Not Enough Data 6	Not Enough Data 4
0:07:00	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:05:42 16		Not Enough Data 3	Not Enough Data 1	Not Enough Data 7	Not Enough Data 5
0:15:00		Total Response Time ERF Concentration	Urban	0:08:56 13		Not Enough Data 2	Not Enough Data 1	Not Enough Data 6	Not Enough Data 4

*Note that in 2019 there were not enough maximum risk fire incidents to perform a 90th percentile baseline analysis.

BENCHMARK PERFORMANCE STATEMENTS

Emergency Medical Services (EMS)

For 90% of all emergency medical services incidents (low, moderate, high and special risk), the total response time for the arrival of the first due unit, staffed with a minimum of 3 personnel is 7 minutes and 30 seconds.

Benchmark	(Low) EMS - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:02:00	Alarm Handling	Pick-up to Dispatch	Urban	0:03:12		0:03:20	0:03:14	0:03:08	0:03:05
				69,445		17,292	16,792	18,097	17,264
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:37		0:01:44	0:01:34	0:01:32	0:01:39
				69,244		17,225	16,742	18,059	17,218
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:05:01		0:05:06	0:05:02	0:04:57	0:05:01
62,150					15,621	15,070	16,139	15,320	
0:04:00		Travel Time ERF Concentration	Urban	0:05:02		0:05:07	0:05:03	0:04:59	0:05:02
				61,901		15,555	15,006	16,080	15,260
0:07:30	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:08:32		0:08:45	0:08:30	0:08:21	0:08:31
62,150					15,621	15,070	16,139	15,320	
0:07:30		Total Response Time ERF Concentration	Urban	0:08:36		0:08:50	0:08:34	0:08:26	0:08:34
				61,901		15,555	15,006	16,080	15,260

For 90 % of moderate risk EMS incidents, the total response time for the arrival of the effective response force, consisting of 6 personnel, shall be 9 minutes and 30 seconds.

Benchmark	(Moderate) EMS - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:02:00	Alarm Handling	Pick-up to Dispatch	Urban	0:03:02		0:03:13	0:02:52	0:02:49	0:03:14
				3,341		1,009	833	803	696
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:48		0:01:57	0:01:45	0:01:42	0:01:50
				3,326		1,005	829	800	692
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:06:23		0:06:34	0:06:08	0:06:27	0:06:13
				2,918		918	734	671	595
0:06:00		Travel Time ERF Concentration	Urban	0:07:05		0:06:50	0:06:28	0:07:25	0:07:31
				2,669		891	701	587	490
0:07:30	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:09:53		0:10:09	0:09:35	0:09:42	0:09:52
				2,918		918	734	671	595
0:09:30		Total Response Time ERF Concentration	Urban	0:10:28		0:10:25	0:09:43	0:10:45	0:10:56
				2,669		891	701	587	490

BENCHMARK PERFORMANCE STATEMENTS

For 90% of **high risk EMS incidents**, the total response time for the arrival of the effective response force, consisting of **11 personnel**, shall be **11 minutes and 30 seconds**.

Benchmark	(High) EMS - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:02:00	Alarm Handling	Pick-up to Dispatch	Urban	0:03:05		0:03:16	0:03:04	0:02:43	0:03:01
				104		30	17	31	26
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:58		0:04:49	0:01:50	0:01:43	0:01:52
				103		30	17	30	26
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:06:42		0:06:55	0:05:43	0:06:18	0:06:18
				90		28	15	23	24
0:08:00		Travel Time ERF Concentration	Urban	0:06:48		0:06:56	0:05:43	0:06:40	0:07:37
				87		27	15	22	23
0:07:30	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:10:20		0:09:31	0:11:39	0:10:11	0:08:53
				90		28	15	23	24
0:11:30		Total Response Time ERF Concentration	Urban	0:11:03		0:09:38	0:12:48	0:10:54	0:10:24
				87		27	15	22	23

For 90% of **maximum risk EMS incidents**, the total response time for the arrival of the effective response force, consisting of **19 personnel**, shall be **11 minutes and 30 seconds**.

Benchmark	(Maximum) EMS - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:02:00	Alarm Handling	Pick-up to Dispatch	Urban	Not Enough Data		Not Enough Data	Not Enough Data	Not Enough Data	Not Enough Data
				3		2	0	1	0
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	Not Enough Data		Not Enough Data	Not Enough Data	Not Enough Data	Not Enough Data
				3		2	0	1	0
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	Not Enough Data		Not Enough Data	Not Enough Data	Not Enough Data	Not Enough Data
				3		2	0	1	0
0:08:00		Travel Time ERF Concentration	Urban	Not Enough Data		Not Enough Data	Not Enough Data	Not Enough Data	Not Enough Data
				3		2	0	1	0
0:07:30	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	Not Enough Data		Not Enough Data	Not Enough Data	Not Enough Data	Not Enough Data
				3		2	0	1	0
0:11:30		Total Response Time ERF Concentration	Urban	Not Enough Data		Not Enough Data	Not Enough Data	Not Enough Data	Not Enough Data
				3		2	0	1	0

*Note that in 2019 there were not enough maximum risk EMS incidents to perform a 90th percentile baseline analysis.

BENCHMARK PERFORMANCE STATEMENTS

Hazardous Materials

For 90% of **all hazardous materials incidents** (low, moderate, high and special risk), the total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, is 7 minutes.

For 90% of **moderate risk hazardous materials incidents**, the GRFD will respond with an effective response force of **7 personnel**, including a minimum of 1 hazardous materials technician, within **9 minutes total response time**.

For 90% of **high risk hazardous materials incidents**, the GRFD will respond with an effective response force of **13 personnel**, including a minimum of 5 hazardous materials technicians and 1 hazardous materials specialist, within **11 minutes total response time**.

For 90% of **maximum risk hazardous materials incidents**, the GRFD will respond with an effective response force of **3 personnel**, comprised of 2 hazardous materials technicians and one battalion chief, within 11 minutes total response time.

Benchmark	(Low) HazMat - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:01:30	Alarm Handling	Pick-up to Dispatch	Urban	0:03:56		0:03:55	Not Enough Data	Not Enough Data	0:04:11
				54		30	2	6	16
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:02:56		0:03:04	Not Enough Data	Not Enough Data	0:01:59
				53		29	2	6	16
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:04:55		0:04:44	Not Enough Data	Not Enough Data	Not Enough Data
				30		15	1	5	9
0:04:00		Travel Time ERF Concentration	Urban	0:06:31		0:04:44	Not Enough Data	Not Enough Data	Not Enough Data
				24		14	1	4	5
0:07:00	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:08:45		0:08:44	Not Enough Data	Not Enough Data	Not Enough Data
				30		15	1	5	9
0:07:00		Total Response Time ERF Concentration	Urban	0:08:55		0:08:45	Not Enough Data	Not Enough Data	Not Enough Data
				24		14	1	4	5

*Note that in 2019 there were not enough moderate, high, or maximum risk hazardous materials incidents to perform a 90th percentile baseline analysis.

BENCHMARK PERFORMANCE STATEMENTS

Technical Rescue

For 90% of all **technical rescue incidents**, the total response time for the arrival of the first due unit, staffed with a minimum of three firefighters, is 7 minutes.

For 90% of **trench rescue incidents**, the GRFD will respond with an effective response force of **13 personnel**, with a minimum of 8 operations level responders, within **11 minutes** total response time.

For 90% of **collapse rescue incidents**, the GRFD will respond with an effective response force of **16 personnel**, with a minimum of 8 technician level responders, within **11 minutes** total response time.

For 90% of **confined space rescue incidents**, the GRFD will respond with an effective response force of **13 personnel**, with a minimum of 8 operations level responders, within **11 minutes** total response time.

For 90% of **vehicle extrication incidents**, the GRFD will respond with an effective response force of **11 personnel**, within **11 minutes** total response time.

Benchmark	Vehicle Extrication - 90th Percentile Times - Baseline Performance			2016 - 2020	2020	2019	2018	2017	2016
0:01:30	Alarm Handling	Pick-up to Dispatch	Urban	0:01:59		0:01:31	0:01:44	0:01:53	0:02:38
				171		39	43	43	46
0:01:30	Turnout Time	Turnout Time 1st Unit	Urban	0:01:50		0:02:02	0:01:46	0:01:39	0:01:49
				171		39	43	43	46
0:04:00	Travel Time	Travel Time 1st Unit Distribution	Urban	0:04:50		0:04:52	0:04:52	0:04:49	0:04:39
				167		39	43	41	44
0:08:00		Travel Time ERF Concentration	Urban	0:08:57		0:07:55	0:09:10	0:08:50	0:08:57
				82		18	25	18	21
0:07:00	Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:08:13		0:08:16	0:08:04	0:07:43	0:08:02
				167		39	43	41	44
0:11:00		Total Response Time ERF Concentration	Urban	0:16:10		0:16:20	0:13:51	0:17:44	0:13:51
				82		18	25	18	21

For 90% of **machine extrication incidents**, the GRFD will respond with an effective response force of **13 personnel**, within 11 minutes total response time.

For 90% of **elevator incidents**, the GRFD will respond with an effective response force of **7 personnel**, within **11 minutes** total response time.

For 90% of **river rescue incidents**, the GRFD will respond with an effective response force of **17 personnel**, within **11 minutes** total response time.

For 90% of **lake/ice rescue incidents**, the GRFD will respond with an effective response force of **13 personnel**, within **11 minutes** total response time.

*Note that in 2019 there were not enough technical rescue, trench rescue, collapse rescue, confined space, machine extrication, elevator, river rescue or lake/ice rescue incidents to perform a 90th percentile baseline analysis.

DATA ANALYSIS METHODOLOGY

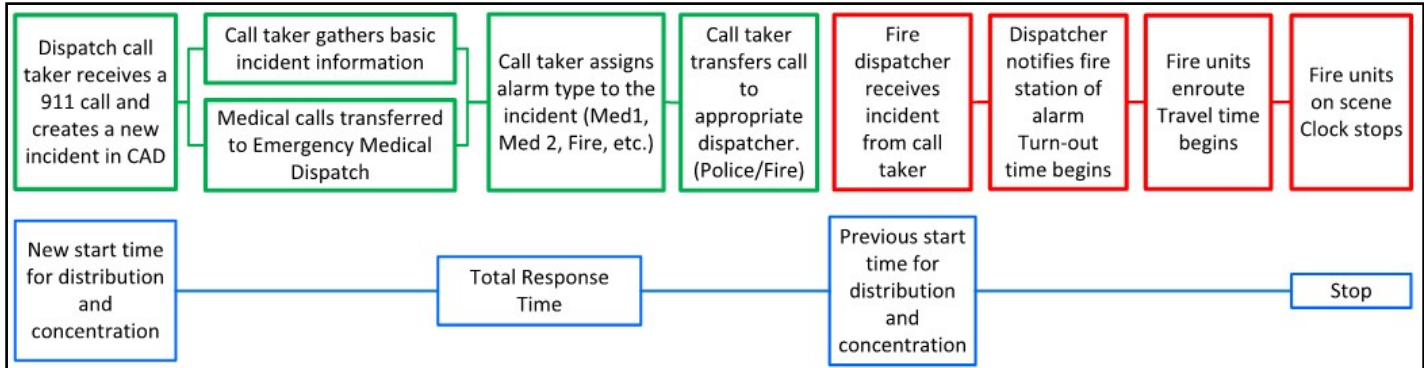
Incidents must meet the following criteria to be included in the Baseline charts and Critical Performance Measures charts:

- The incident location must be within city boundaries.
- The incident must be defined as an emergency response type.
- Units must respond and arrive in **Emergency** mode.

Incidents that undergo data review:

- Any duplicate Incident record.
- Any unit record missing a **Response Mode**.
- Any unit record with an **On Scene** time but no **Enroute Time**.
- Any incident record missing a **CAD Final Alarm Type**.
- Any incident record missing an **Incident Type**.
- Any incident record missing an **Aid Type**.
- Any unit record where the **Unit Canceled Time** and **Unit On Scene** time are both entered.
- Any incidents where Total Response Time is greater than 35 minutes.
- Any incident that never reaches an Effective Response Force.

In 2019, the methodology used to measure distribution and concentration compliance for the annual report has changed. In prior years, we were only able to measure time beginning when the fire dispatcher received the call. These times are now measured from the point when the call taker creates the incident in CAD. This allows us to capture all of the call processing time. This gives us a more realistic view of system-wide performance. These times now align with how the baseline performance charts are generated. Please see the flowchart below as a reference.

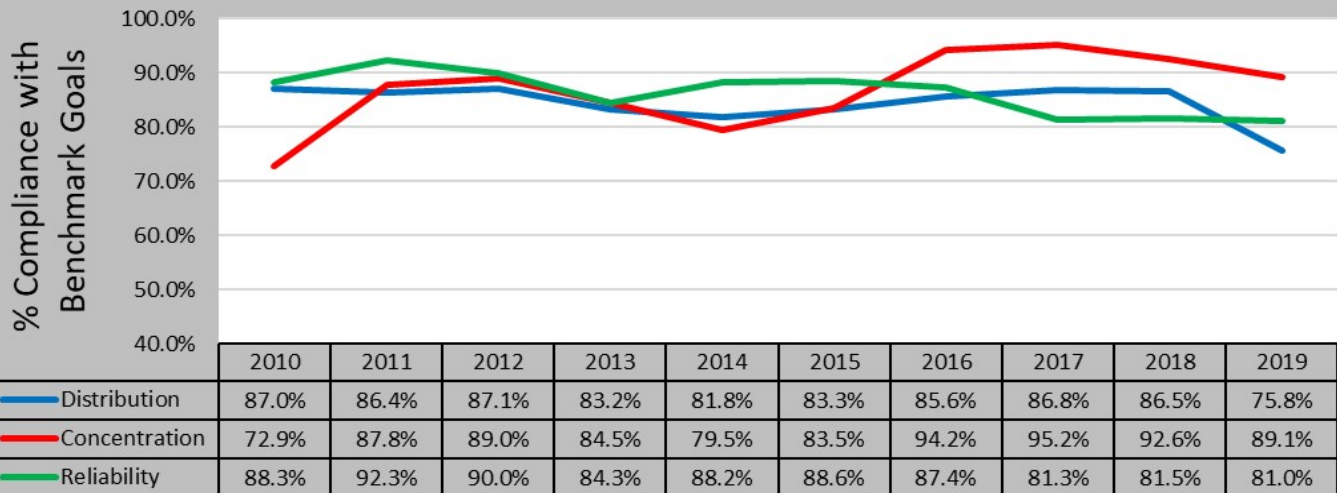


Percentage Compliance with Distribution Goal of 7 / 7:30 Minutes

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Bridge	89.0%	91.2%	90.3%	90.1%	88.31%	89.12%	90.85%	92.63%	91.82%	84.05%
Burton	81.6%	83.0%	86.5%	74.1%	73.98%	77.11%	78.93%	82.82%	81.10%	68.43%
Chester	88.7%	87.1%	89.0%	82.6%	80.04%	82.79%	84.93%	84.41%	85.18%	75.21%
Covell	89.4%	83.7%	86.0%	76.8%	73.15%	82.11%	83.25%	80.29%	82.78%	70.80%
Division	90.6%	90.8%	88.2%	86.9%	86.34%	85.87%	86.53%	88.72%	89.22%	76.32%
Franklin	88.3%	88.9%	85.9%	89.9%	88.69%	88.46%	92.69%	92.59%	91.99%	84.71%
Kalamazoo	76.9%	79.3%	78.4%	75.1%	69.88%	71.74%	72.46%	73.28%	75.74%	59.69%
LaGrave	94.4%	94.6%	95.2%	94.6%	93.64%	95.40%	95.55%	97.55%	96.58%	91.69%
Leonard	83.0%	82.7%	83.6%	72.4%	69.91%	69.08%	84.93%	79.05%	81.14%	67.55%
Monroe	89.5%	88.8%	89.3%	86.3%	85.09%	85.24%	87.08%	89.93%	88.86%	76.73%
Plainfield	85.5%	80.6%	85.8%	74.4%	76.54%	74.20%	80.15%	83.83%	79.77%	66.88%
Average	87.0%	86.4%	87.1%	82.1%	81.84%	83.29%	85.62%	86.83%	86.51%	75.75%

CRITICAL PERFORMANCE MEASURES

Critical Performance Measures 2010 - 2019



Aligning with the best practices in the fire service and the international accreditation process, the GRFD monitors the distribution, concentration (structure fires only represented above) and reliability of our apparatus in service at the unit, geographical planning zone, first due district, and citywide levels. The citywide numbers for 2019 exhibit decreasing compliance in all three areas. As noted on the previous page, the method used to measure distribution and concentration has changed. Distribution has dropped to 75.8% due to our ability to measure more of the total response time. Concentration, the ability to assemble an effective response force, fell to 89.1%. Reliability, the ability for a company to answer calls within their own district, fell slightly to 81.0%. Reliability has stabilized since the introduction of Automatic Resource Location in 2017.

Simultaneous Call Percentage by Station District

Station	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Bridge	6.9%	9.14%	9.00%	9.07%	9.54%	10.19%	10.01%	11.49%	9.62%	10.62%
Burton	4.2%	4.16%	4.29%	4.85%	4.43%	6.07%	4.80%	5.50%	6.07%	6.90%
Chester	5.1%	6.12%	4.88%	7.69%	8.57%	7.05%	9.00%	11.59%	8.61%	11.80%
Covell	4.3%	6.31%	7.40%	6.52%	7.22%	7.28%	7.31%	9.39%	7.84%	13.15%
Division	6.1%	7.69%	6.72%	8.70%	6.71%	7.18%	9.53%	9.31%	8.00%	9.38%
Franklin	7.6%	6.39%	6.52%	5.03%	5.60%	7.30%	6.61%	7.05%	7.35%	7.85%
Kalamazoo	8.8%	8.92%	9.87%	11.31%	10.79%	11.56%	12.73%	13.70%	22.65%	13.07%
LaGrave	9.5%	10.50%	10.97%	9.72%	10.32%	7.45%	9.81%	10.49%	11.71%	11.22%
Leonard	3.8%	4.95%	5.64%	6.86%	8.70%	6.97%	9.23%	7.70%	7.57%	12.89%
Monroe	3.9%	4.74%	5.89%	6.90%	5.37%	8.59%	8.25%	6.75%	7.45%	11.69%
Plainfield	2.5%	4.39%	2.69%	3.62%	4.14%	6.68%	3.96%	5.27%	4.59%	10.40%

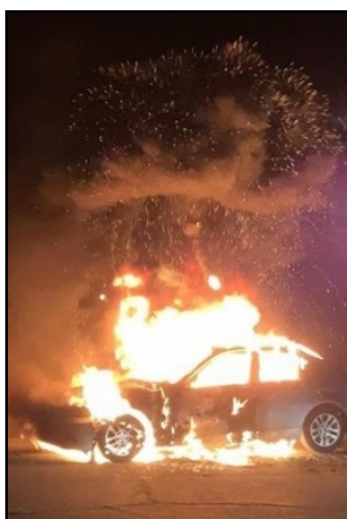
City Wide Simultaneous

2010	51.94%
2011	54.80%
2012	56.04%
2013	51.81%
2014	56.18%
2015	55.29%
2016	60.04%
2017	59.60%
2018	63.15%
2019	61.05%

Simultaneous incidents serve as a decision point for both the distribution and concentration of resources. When multiple alarms occur in a single first due district, either a second unit in that district or resources from adjoining districts must be utilized for response. 2019 saw the simultaneous call rate fall slightly to 61.05% compare to the previous year's high of 63.15%. The majority of the districts saw an increase in simultaneous calls. Continued evaluation of this metric will aid in future station planning and resource deployment.

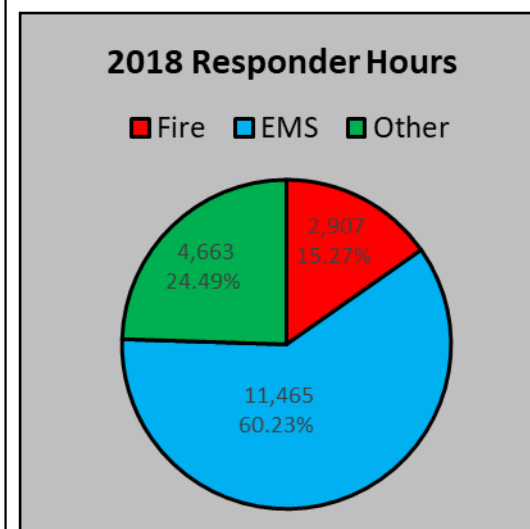
Total Incidents by Type	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Fires	689	648	751	557	580	617	661	615	608	555
Overpressure/Rupture	36	43	36	36	45	43	51	191	202	158
EMS/Rescue	12,601	13,672	13,749	13,085	13,510	14,792	14,687	15,345	14,509	15,465
Hazardous Conditions	747	791	647	1,035	990	898	1,166	1,155	1,006	1,574
Service Call	1,653	1,921	2,366	2,037	2,003	1,368	1,492	1,704	1,542	1,252
Good Intent	2,294	2,679	3,193	3,085	3,143	2,976	3,315	3,462	3,033	3,258
False Alarm/Calls	1,581	1,670	1,609	1,579	1,600	1,555	1,774	1,537	1,487	1,849
Severe Weather	16	12	2	3	9	4	14	10	6	11
Special Incident	17	17	19	5	5	3	6	1	2	2
Total	19,634	21,453	22,372	21,422	21,885	22,256	23,166	24,020	22,395	24,124

2019 saw a 5.45% increase in the number of EMS incidents, up to 15,465 from 14, 509. This marks the highest number of annual EMS incidents in GRFD history. Good intent alarms fell from 3,462 to 3,033, a 12.39% decrease. The remainder of the incident types displayed predictable annual call count variances.

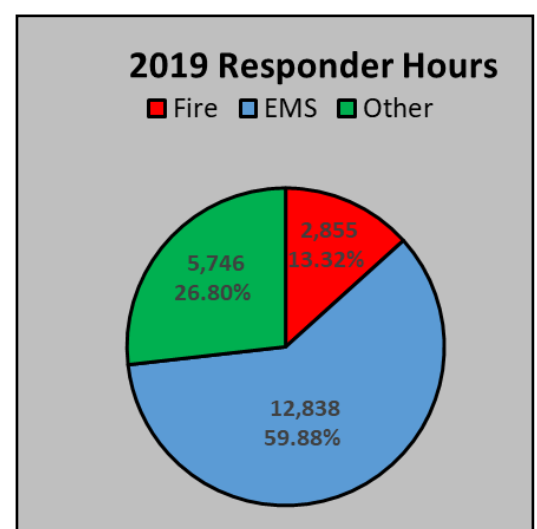


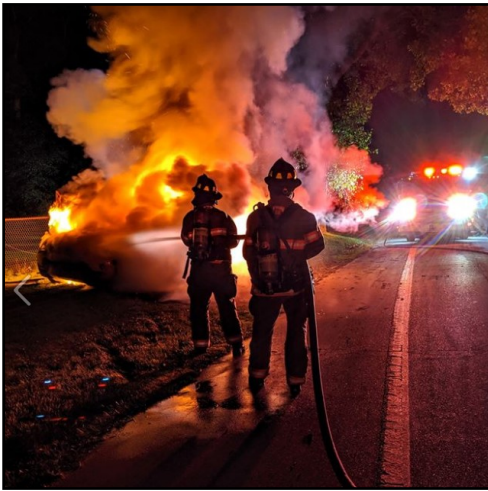
Total Incidents by Type	Numerical Change from 2018 to 2019	Percent Change from 2018 to 2019	Percentage of Total 2019 Incidents
Fires	-53	-8.72%	2.30%
Overpressure/Rupture	-44	-21.78%	0.65%
EMS/Rescue	956	6.59%	64.11%
Hazardous Conditions	568	56.46%	6.52%
Service Call	-290	-18.81%	5.19%
Good Intent	225	7.42%	13.51%
False Alarm/Calls	362	24.34%	7.66%
Severe Weather	5	83.33%	0.05%
Special Incident	0	0.00%	0.01%
Total	-1,625	-6.77%	100.00%

EMS incidents accounted for 64.11% of the emergency incidents in 2019, and accounted for 59.88% of the time personnel spent on scene, compared with 60.23% last year. Fire incidents generated only



2.53% of the total incident volume in 2019, but required 13.32% of our deployed time for safe and effective mitigation, compared with 15.27% in 2018.

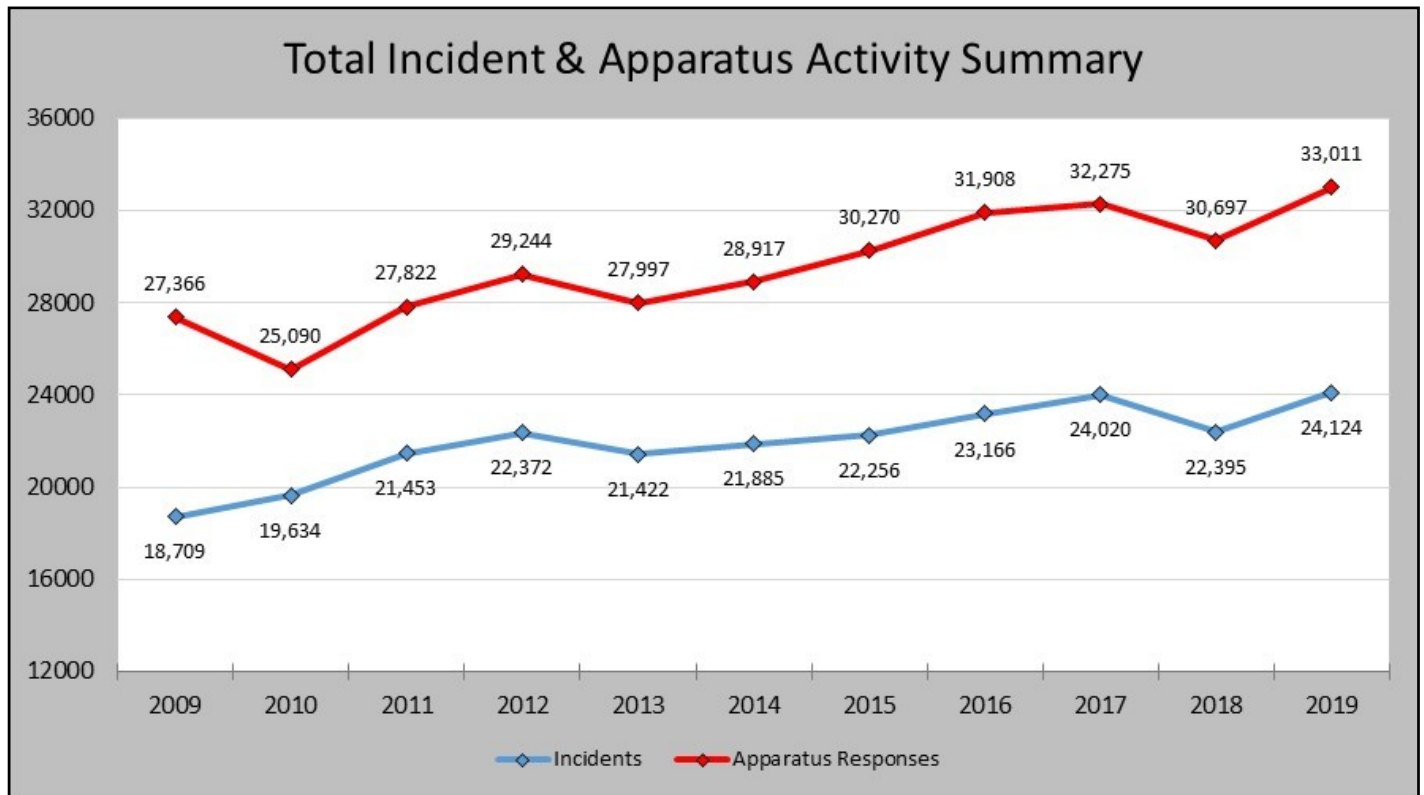




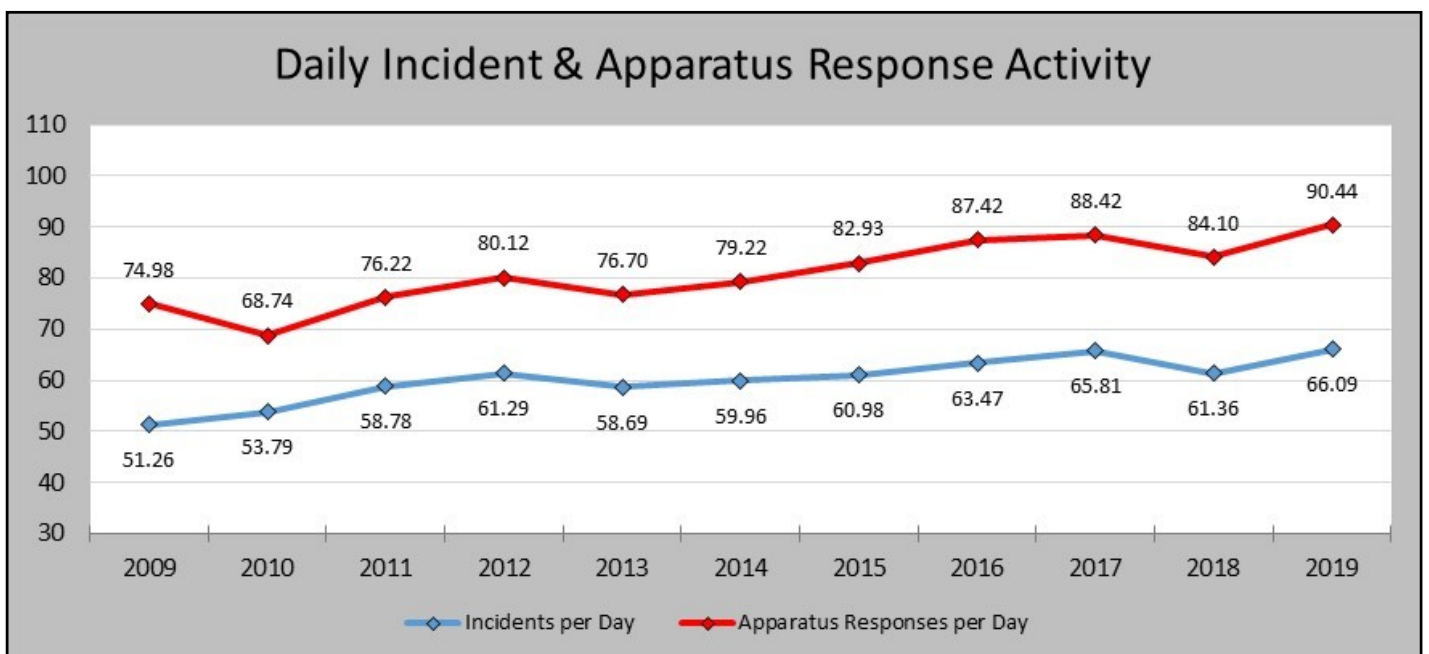
Grand Rapids Fire Department 2019 Mutual Aid Chart

Location	Mutual aid received	Automatic aid received	Total Aid Received	Mutual aid given	Automatic aid given	Other aid given	Total Aid Given
Grand Rapids Township Fire Dept	3	0	3	6	0	0	6
Kentwood Fire Department	12	15	27	9	8	0	17
Plainfield Township Fire Dept	7	11	18	3	11	0	14
Walker Fire Department	8	15	23	1	15	0	16
Michigan State Police	0	0	0	1	0	0	1
Ottawa County Sheriff Dept	0	0	0	0	0	1	1
Responses to other communities without Mutual Aid Given							23
Total Aid Received			71	Total Aid Given			78

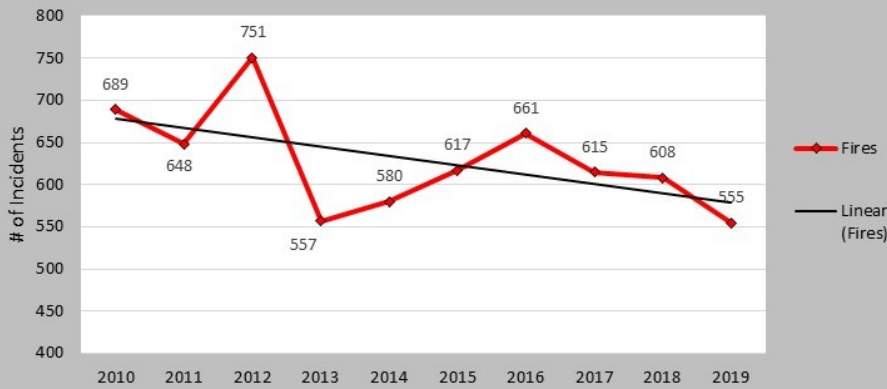
2019 OVERALL PERFORMANCE METRICS



The total emergency incident count rose by 1,729 in 2019, for a increase of 7.72%. The number of average daily incidents increased from 61.36 in 2018 to 66.09 in 2019. Apparatus responses rose by 7.54%. In 2019, the GRFD saw the highest number of incidents and apparatus responses in department history. In the last decade, the average number of incidents per day has increased almost 29%.



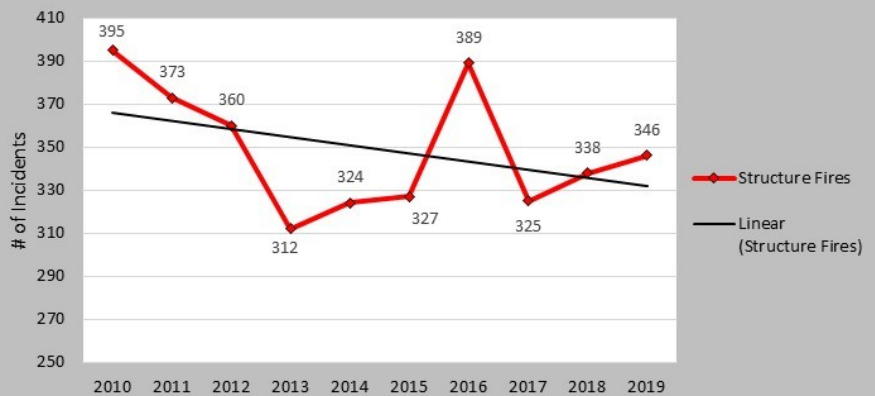
GRFD All Fire Incidents 2010-2019



2019 saw a total fire incident call volume of 555, which dropped slightly from 2018's metric of 608. This represents a 8.72% decrease from 2018. The ten year trend line continues to edge incrementally lower.

2019 saw a slight increase in structure fire volume, rising 8 (2.37%) from 338 to 346. The overall trend for structure fires in the city continues to decline when viewed over a ten year time span.

GRFD Structure Fire Incident 2010-2019



For 2019, there were structure fires on 226 days, representing a 61.9% chance of a structure fire occurring on any given day. Although the average number of structure fires was just under 1 per day, the city still experiences many days during the year with multiple fires. In 2019 this happened 83 times (22.74% of days). There were also 15 days with simultaneous fires; these events require double the

2019 Simultaneous Structure Fires

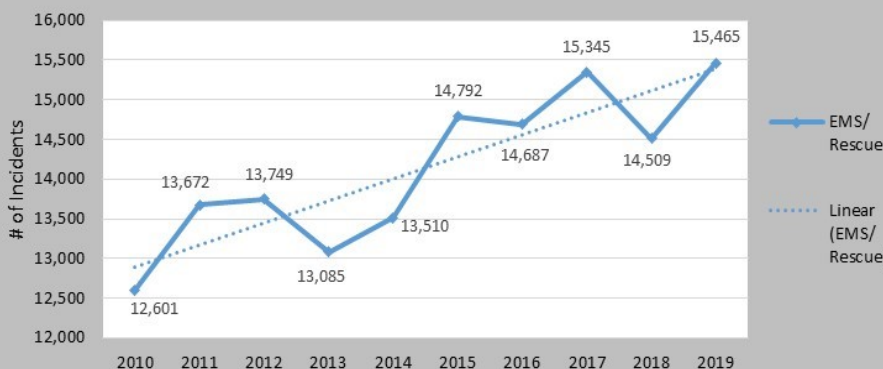
Description	Count	%
2 Structure Fires at Same Time	15	4.44%
3 Structure Fires at Same Time	0	0.00%
4 Structure Fires at Same Time	0	0.00%

typical amount of personnel, apparatus, and equipment to provide positive outcomes for our citizens.

2019 Structure Fires

# Per Day	Frequency	Total
1	141	141
2	61	122
3	17	51
4	5	20
5	0	0
Total		334

GRFD Emergency Medical and Rescue Incidents 2010-2019



2019 saw a increase in the number of EMS incidents, rising 956 calls to 15,465. EMS calls accounted for 64.11% of the emergency incidents in the city in 2019, compared with 64.79% in 2018. The trend line for EMS incidents continues to ascend.

2019 TEMPORAL ANALYSIS (Depicts time of day/day of week demand)

Temporal Analysis - 2019 All Alarms								
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	120	92	100	85	74	84	121	676
01:00-01:59	133	61	86	69	70	85	129	633
02:00-02:59	110	57	71	76	73	78	136	601
03:00-03:59	90	52	64	67	61	56	94	484
04:00-04:59	75	51	61	65	48	59	63	422
05:00-05:59	71	68	74	61	63	74	59	470
06:00-06:59	89	73	89	115	94	70	97	627
07:00-07:59	86	113	107	122	111	108	94	741
08:00-08:59	130	162	156	144	153	133	109	987
09:00-09:59	126	167	161	181	207	148	139	1,129
10:00-10:59	173	171	189	199	226	179	168	1,305
11:00-11:59	163	204	194	218	237	200	159	1,375
12:00-12:59	172	187	210	210	219	205	189	1,392
13:00-13:59	172	184	211	201	223	183	199	1,373
14:00-14:59	161	211	217	202	192	196	162	1,341
15:00-15:59	157	192	216	190	202	214	169	1,340
16:00-16:59	158	209	201	203	176	211	166	1,324
17:00-17:59	194	213	229	192	208	214	178	1,428
18:00-18:59	170	165	183	184	209	185	182	1,278
19:00-19:59	146	144	188	179	168	166	183	1,174
20:00-20:59	175	160	149	172	170	179	165	1,170
21:00-21:59	145	121	165	162	155	164	157	1,069
22:00-22:59	122	117	109	157	135	145	151	936
23:00-23:59	96	103	109	132	108	139	162	849
Total	3,234	3,277	3,539	3,586	3,582	3,475	3,431	24,124

Temporal Analysis - 2019 EMS								
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	81	54	72	55	48	45	75	430
01:00-01:59	87	36	54	49	49	53	77	405
02:00-02:59	74	30	53	31	48	48	65	349
03:00-03:59	61	29	43	35	38	33	45	284
04:00-04:59	43	35	43	38	33	42	36	270
05:00-05:59	52	43	42	36	35	45	40	293
06:00-06:59	62	57	61	62	65	42	63	412
07:00-07:59	52	73	60	80	69	67	53	454
08:00-08:59	84	105	103	79	96	89	67	623
09:00-09:59	83	108	112	114	104	93	91	705
10:00-10:59	121	114	128	130	125	115	103	836
11:00-11:59	113	139	135	149	135	141	107	919
12:00-12:59	109	122	121	115	126	146	112	851
13:00-13:59	109	112	148	129	145	118	141	902
14:00-14:59	103	135	146	127	106	126	98	841
15:00-15:59	108	117	149	127	117	145	103	866
16:00-16:59	91	127	142	131	112	144	111	858
17:00-17:59	117	128	161	123	125	145	120	919
18:00-18:59	104	109	124	112	135	121	113	818
19:00-19:59	96	95	109	110	120	110	116	756
20:00-20:59	104	108	99	105	107	110	109	742
21:00-21:59	93	79	117	89	98	114	98	688
22:00-22:59	75	79	60	70	80	99	106	569
23:00-23:59	62	70	77	61	70	95	113	548
Total	2,084	2,104	2,359	2,157	2,186	2,286	2,162	15,338

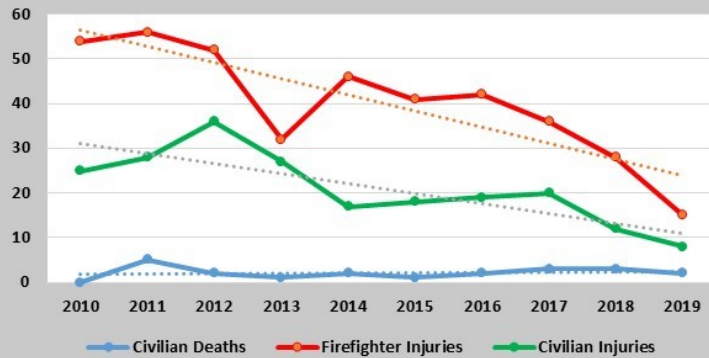
For 2019, the most active time period for day of the week and hour of the day occurred on Thursdays between 11am and 12pm, with 237 calls for service. In 2018, the busiest day and hour were Fridays between 5pm and 6pm, with 218 calls.

EMS responses continue to be higher between 9 am and 10 pm, the time period most people are active and awake. This year's busiest hours for EMS calls was on Tuesdays from 5pm to 6pm with a total of 161 incidents.

The most responses to fire incidents were seen around the noon hour and between 5pm and 7pm. This matches with the continued trend of cooking being the most common cause of fires.

Temporal Analysis - 2019 Fire								
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	3	6	1	1	1	2	4	18
01:00-01:59	3	3	1	0	2	4	3	16
02:00-02:59	3	2	1	2	2	2	4	16
03:00-03:59	2	0	1	0	2	1	2	8
04:00-04:59	3	1	2	3	2	1	3	15
05:00-05:59	1	1	1	0	0	1	1	5
06:00-06:59	3	2	1	2	2	5	2	17
07:00-07:59	2	1	4	2	0	1	1	11
08:00-08:59	1	4	3	5	0	1	1	15
09:00-09:59	1	3	0	5	0	3	2	14
10:00-10:59	4	6	1	1	3	3	9	27
11:00-11:59	4	5	2	5	4	2	5	27
12:00-12:59	3	1	9	3	1	3	6	26
13:00-13:59	6	5	4	2	3	3	4	27
14:00-14:59	7	5	6	2	2	7	5	34
15:00-15:59	1	1	4	3	6	7	5	27
16:00-16:59	5	5	5	7	3	1	7	33
17:00-17:59	11	4	4	5	8	5	8	45
18:00-18:59	10	4	4	5	6	7	7	43
19:00-19:59	3	2	10	8	2	3	8	36
20:00-20:59	8	5	3	1	2	4	6	29
21:00-21:59	3	2	1	4	3	5	6	24
22:00-22:59	0	4	1	2	7	4	0	18
23:00-23:59	1	3	2	2	6	5	5	24
Total	88	75	71	70	67	80	104	555

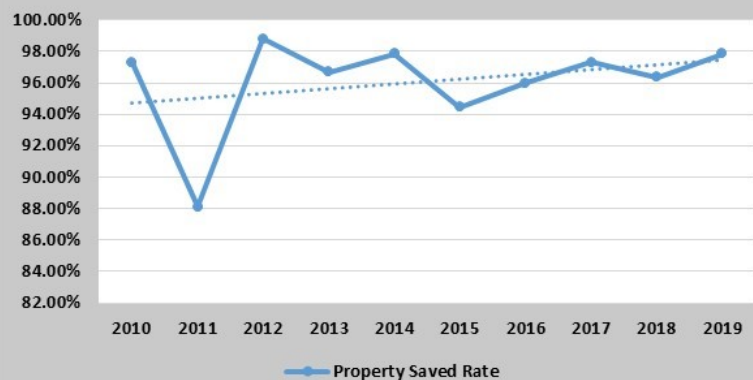
2010-2019 Fire Casualties



Fire casualties are reported anytime a civilian or firefighter is injured or killed during a fire incident. Firefighter and civilian fire injuries have decreased significantly in the last decade. Civilian fire deaths have remained low with an average of just over two deaths per year.

Property saved rate is calculated by subtracting the fire property losses from the total value of the property. These rates have remained high, varying only slightly from year to year. 2011 was the only year that property saved rates dipped below 90%. Looking at the past decade, the trend shows an overall increase in the rate of property saved.

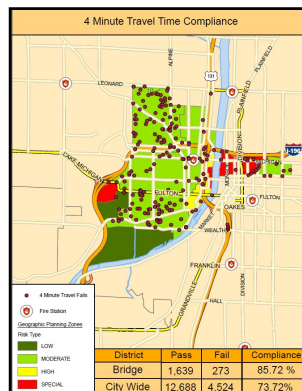
2010-2019 Property Saved Rate



STATION PAGES – MAPS AND DATA

4 Minute Travel Time Compliance

Displays data and locations of incidents where our four minute travel time benchmark goals were not achieved.



Effective Response Force Compliance Multi-Company Alarms

Displays data and locations of multi-company alarms where the benchmark response times for concentration were not met.



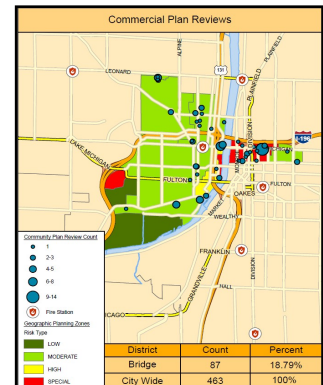
Community Risk Reduction Evaluation

Displays the combined efforts of prevention and suppression personnel to assess risk through inspections and home safety assessments.



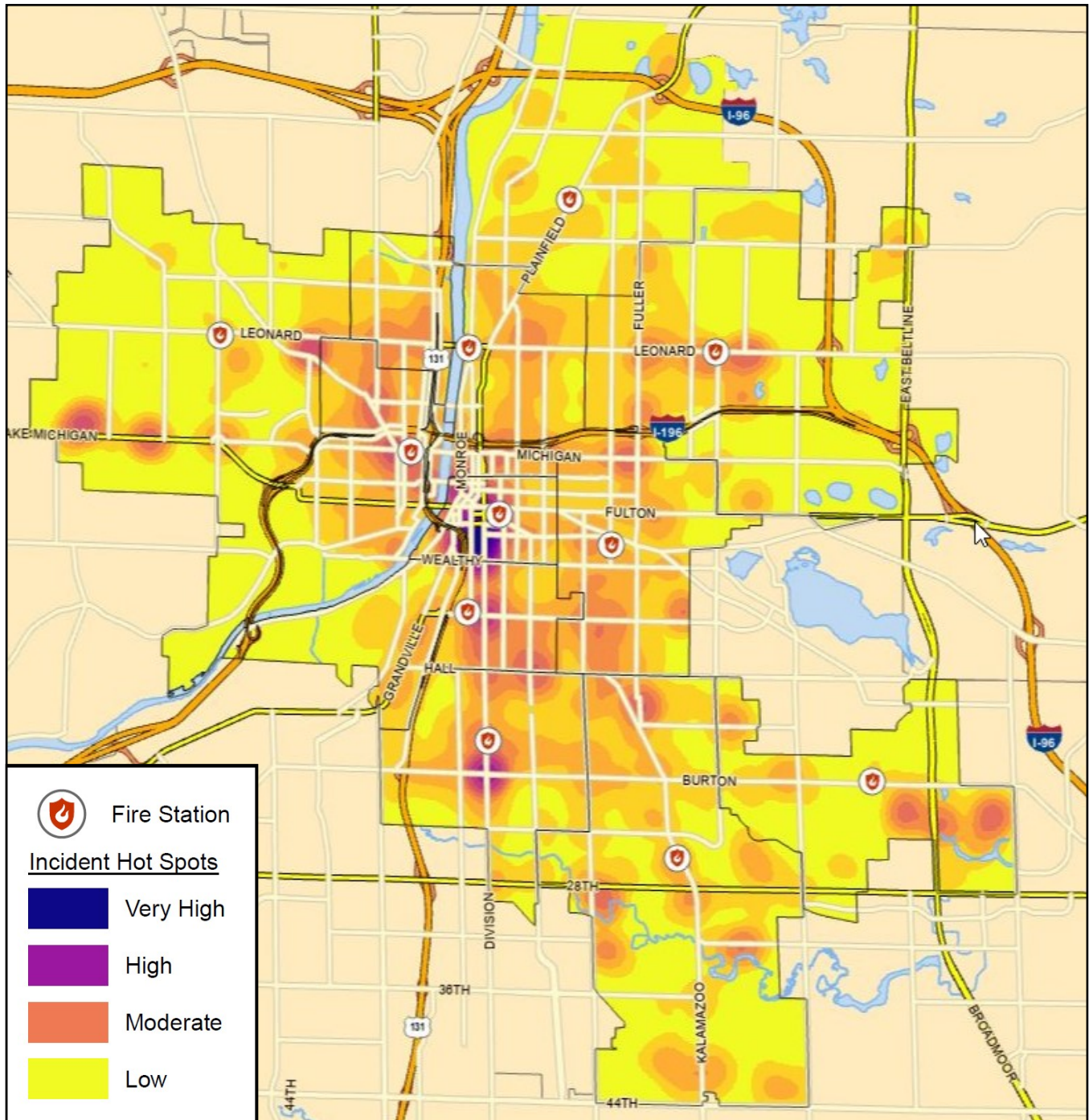
Commercial Plan Reviews

Displays additional assets protected and potential risk in the community related to economic growth.



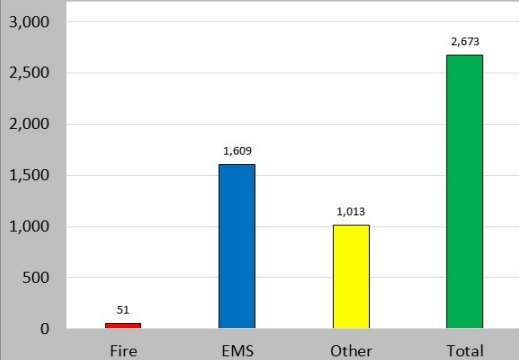
STATION PAGES – MAPS AND DATA

2019 Incident Hot Spots

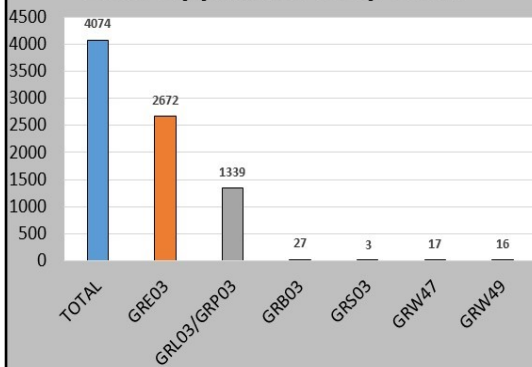


BRIDGE STREET STATION

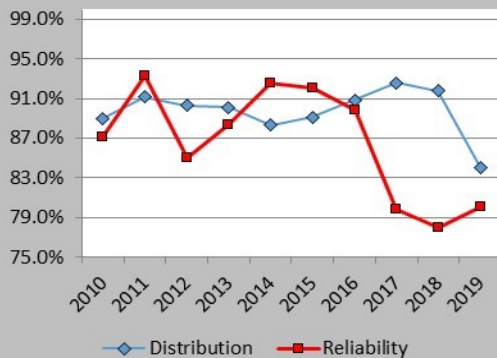
2019 Incidents in District



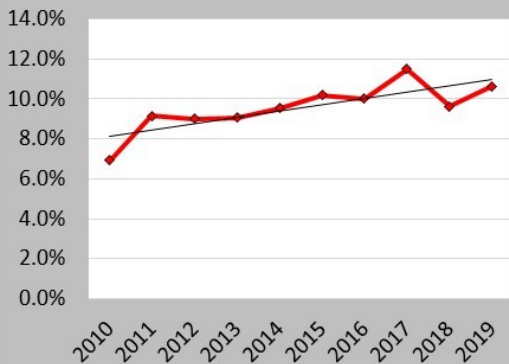
2019 Apparatus Responses



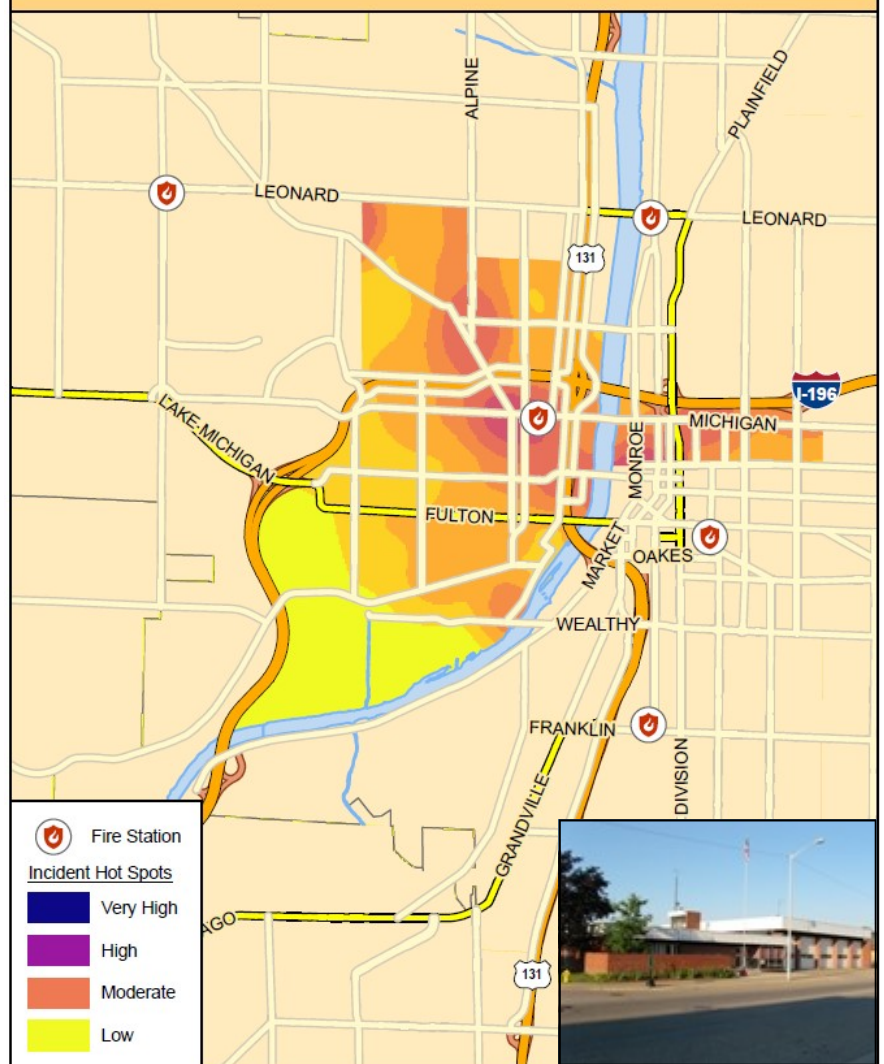
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Incident Hot Spots



Temporal Analysis - 2019 EMS

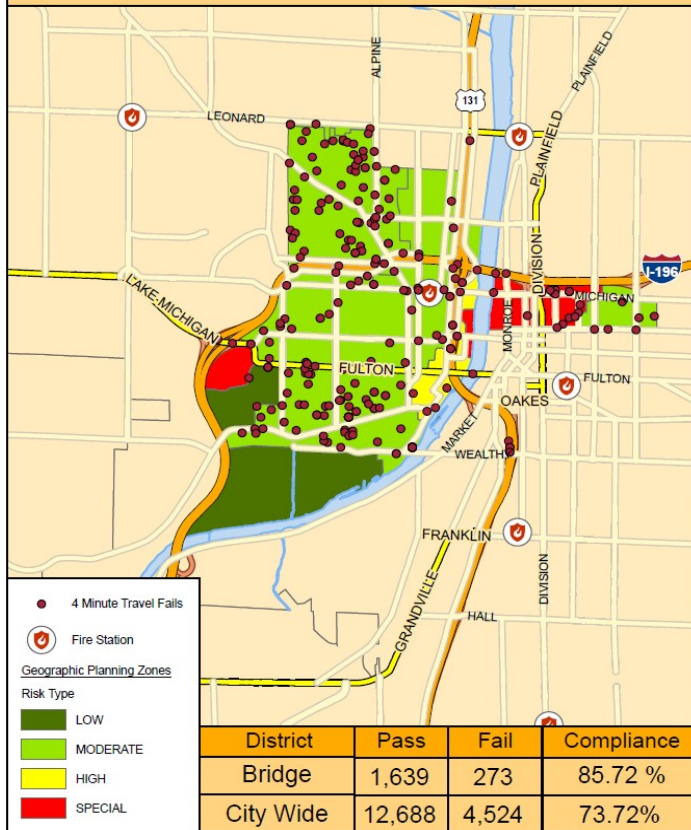
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	10	5	8	11	3	3	9	49
01:00-01:59	10	2	5	8	7	9	9	50
02:00-02:59	7	3	7	4	5	10	6	42
03:00-03:59	3	2	2	1	3	5	9	25
04:00-04:59	6	5	3	5	1	2	4	26
05:00-05:59	4	3	4	5	0	4	7	27
06:00-06:59	5	4	9	8	5	1	5	37
07:00-07:59	3	12	8	9	7	4	6	49
08:00-08:59	5	9	7	16	14	6	6	63
09:00-09:59	7	12	10	15	14	10	12	80
10:00-10:59	11	10	19	14	12	13	12	91
11:00-11:59	9	10	20	11	15	13	9	87
12:00-12:59	14	16	10	14	15	17	9	95
13:00-13:59	7	15	21	12	16	17	16	104
14:00-14:59	11	15	15	14	10	14	9	88
15:00-15:59	13	14	17	20	10	20	12	106
16:00-16:59	11	12	14	20	9	13	7	86
17:00-17:59	14	9	20	11	13	17	8	92
18:00-18:59	9	13	9	13	11	13	9	77
19:00-19:59	8	9	7	6	9	12	14	65
20:00-20:59	9	5	9	8	10	11	5	57
21:00-21:59	11	9	13	12	11	11	13	80
22:00-22:59	2	7	6	10	9	17	10	61
23:00-23:59	7	10	11	12	9	12	11	72
Total	196	211	254	259	218	254	217	1,609

Temporal Analysis - 2019 Fire

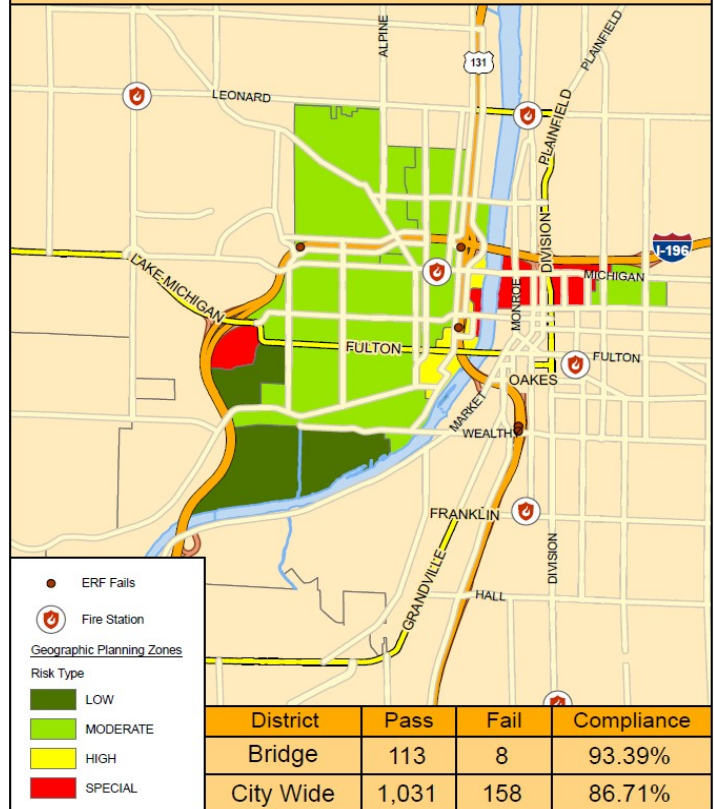
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	0	0	0	0	0	0	1	1
01:00-01:59	0	1	0	0	0	1	1	3
02:00-02:59	0	0	0	0	1	0	1	2
03:00-03:59	0	0	0	0	1	0	0	1
04:00-04:59	1	0	0	1	1	0	0	3
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	1	0	0	0	0	0	0	1
07:00-07:59	1	0	0	0	0	0	0	1
08:00-08:59	0	1	1	1	0	0	0	3
09:00-09:59	0	0	0	0	0	1	0	1
10:00-10:59	0	0	0	0	1	0	0	1
11:00-11:59	0	0	0	0	1	0	0	1
12:00-12:59	0	0	0	0	0	0	1	1
13:00-13:59	0	1	0	0	0	0	0	1
14:00-14:59	1	1	1	0	0	2	1	6
15:00-15:59	0	1	0	0	1	1	0	3
16:00-16:59	0	2	0	1	0	0	1	4
17:00-17:59	2	0	0	0	0	0	0	2
18:00-18:59	1	0	0	0	1	1	2	5
19:00-19:59	0	0	0	0	0	0	1	1
20:00-20:59	2	2	1	0	0	1	1	7
21:00-21:59	0	0	0	1	0	0	0	1
22:00-22:59	0	1	0	0	0	0	0	1
23:00-23:59	0	0	0	0	0	0	1	1
Total	9	10	3	4	7	7	11	51

BRIDGE STREET STATION

4 Minute Travel Time Compliance



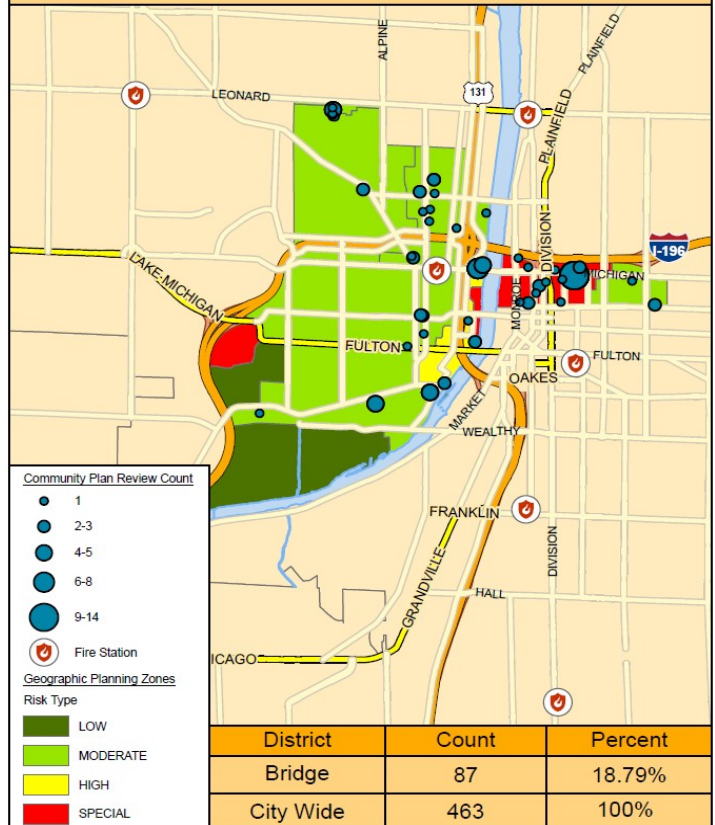
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

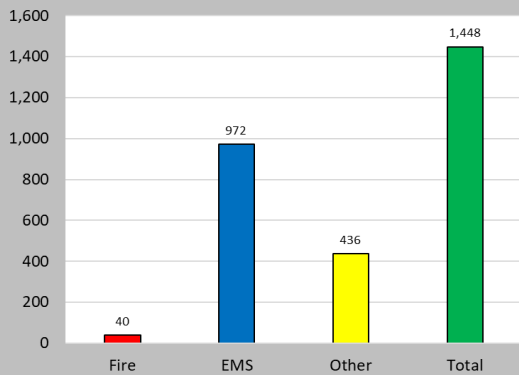


Commercial Plan Reviews

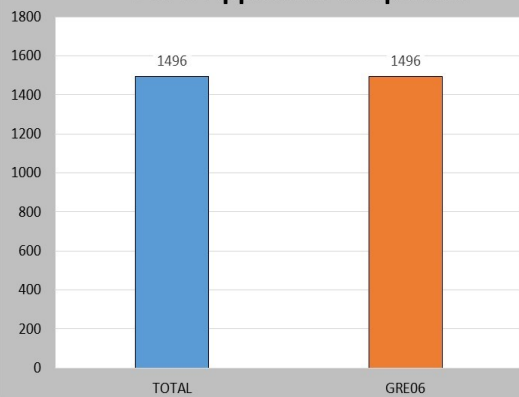


BURTON STREET STATION

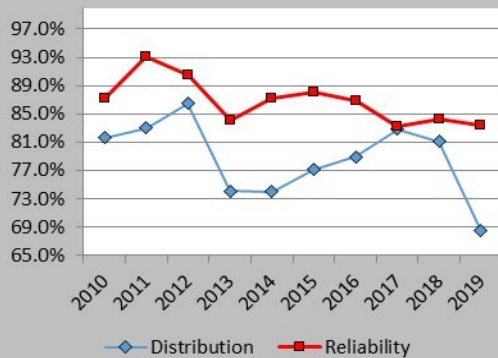
2019 Incidents in District



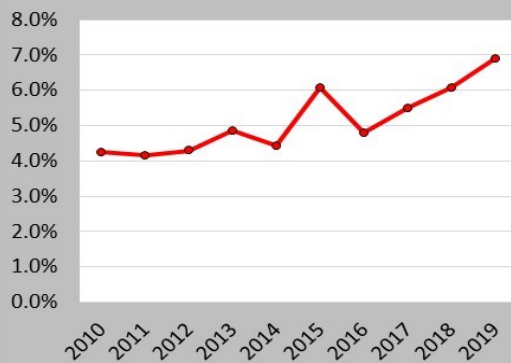
2019 Apparatus Responses



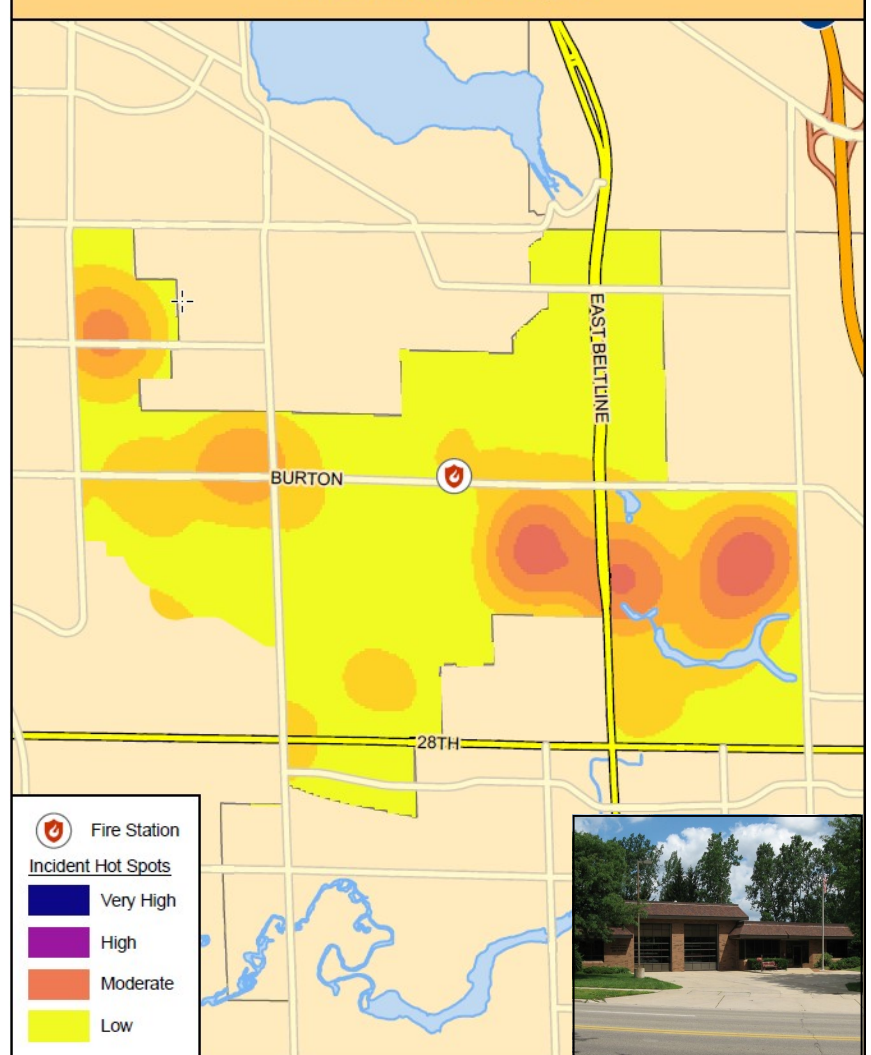
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

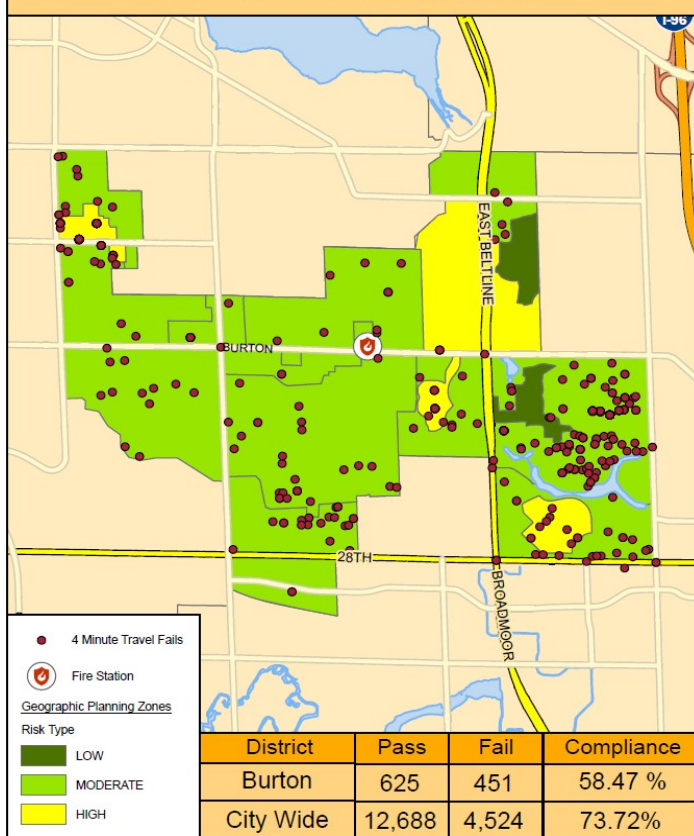
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	2	4	5	2	1	2	1	17
01:00-01:59	5	4	2	5	1	4	6	27
02:00-02:59	5	0	5	4	2	4	5	25
03:00-03:59	2	1	7	1	5	0	2	18
04:00-04:59	3	4	3	2	2	4	3	21
05:00-05:59	5	3	2	4	1	0	2	17
06:00-06:59	5	7	3	1	7	7	2	32
07:00-07:59	2	5	5	5	3	6	3	29
08:00-08:59	5	11	8	2	2	9	8	45
09:00-09:59	4	15	10	7	9	4	10	59
10:00-10:59	7	16	13	6	6	11	14	73
11:00-11:59	10	12	12	13	10	3	7	67
12:00-12:59	2	11	8	5	9	12	6	53
13:00-13:59	5	5	10	11	15	10	12	68
14:00-14:59	7	11	8	6	5	7	7	51
15:00-15:59	3	5	4	8	4	13	4	41
16:00-16:59	4	7	3	4	4	4	12	38
17:00-17:59	3	9	5	7	7	4	6	41
18:00-18:59	4	4	7	5	5	16	3	44
19:00-19:59	8	7	8	4	8	5	3	43
20:00-20:59	5	7	3	5	9	6	3	38
21:00-21:59	5	11	10	7	7	11	13	64
22:00-22:59	4	6	2	6	3	5	9	35
23:00-23:59	5	1	2	5	1	2	10	26
Total	110	166	145	125	126	149	151	972

Temporal Analysis - 2019 Fire

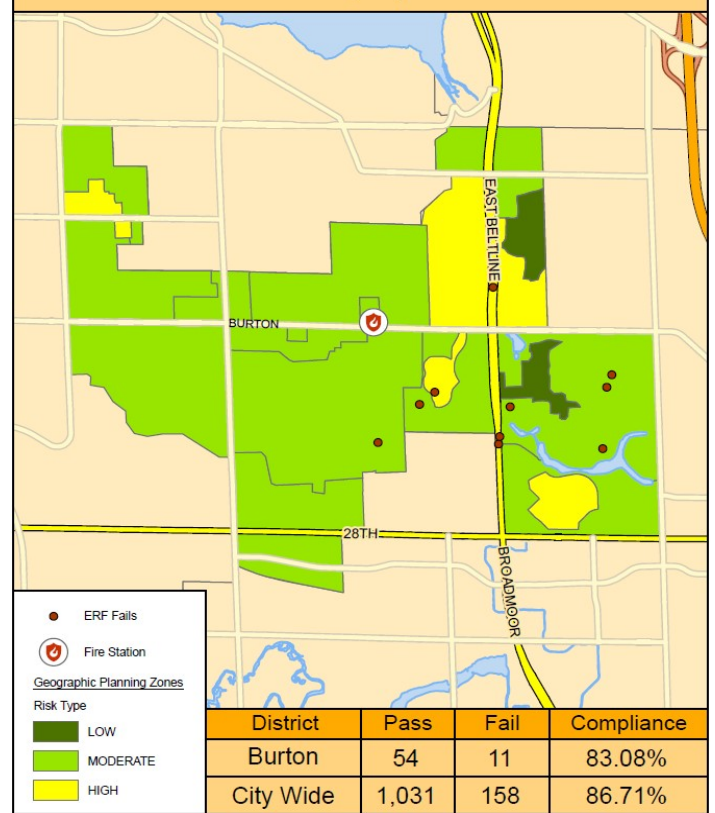
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	0	1	0	0	1	0	0	2
01:00-01:59	0	0	0	0	0	1	0	1
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	1	0	0	0	0	0	1
07:00-07:59	0	0	1	1	0	0	0	2
08:00-08:59	0	0	0	0	0	0	0	0
09:00-09:59	0	0	0	0	0	1	0	1
10:00-10:59	0	0	0	0	0	0	0	0
11:00-11:59	1	0	0	0	0	0	2	3
12:00-12:59	0	0	1	0	0	1	1	3
13:00-13:59	0	0	1	0	0	0	2	3
14:00-14:59	0	0	1	0	0	0	0	2
15:00-15:59	0	0	1	0	0	0	2	3
16:00-16:59	0	1	0	0	0	0	0	1
17:00-17:59	2	0	1	0	1	0	0	4
18:00-18:59	1	0	1	1	0	1	0	4
19:00-19:59	0	0	0	0	2	0	1	3
20:00-20:59	1	0	0	0	0	0	0	1
21:00-21:59	0	0	0	1	0	1	0	2
22:00-22:59	0	1	0	0	1	0	0	2
23:00-23:59	0	0	0	0	0	1	1	2
Total	5	4	8	3	5	6	9	40

BURTON STREET STATION

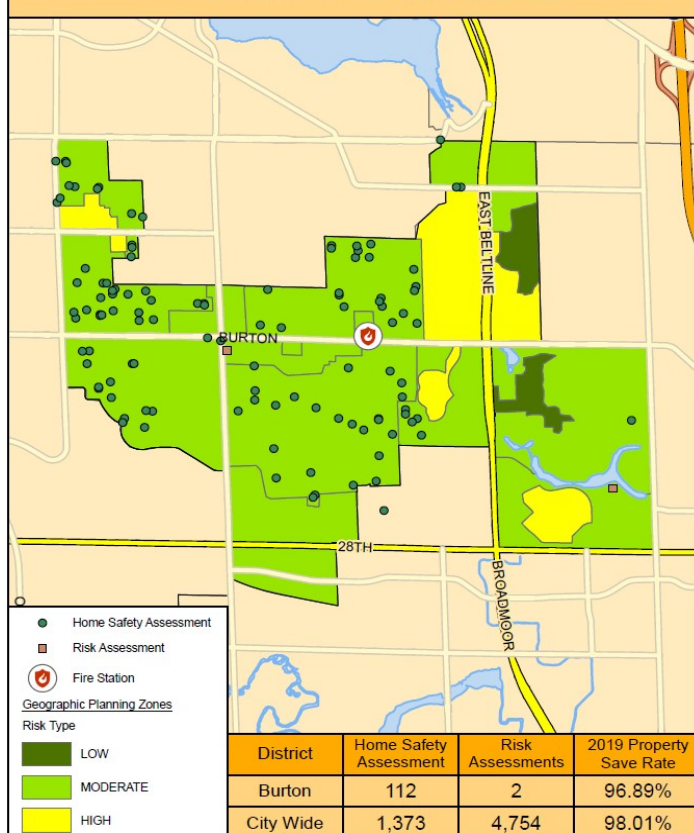
4 Minute Travel Time Compliance



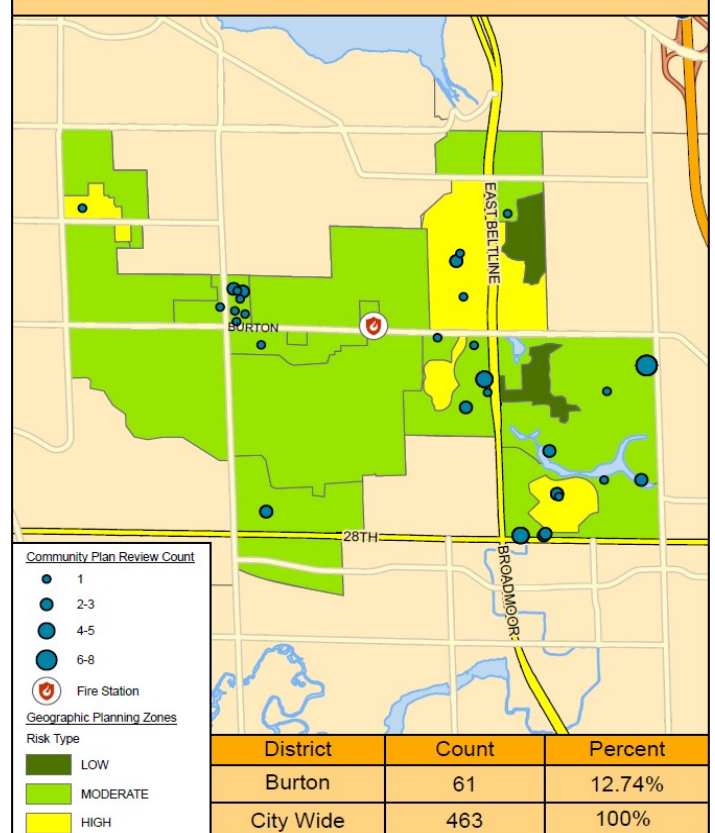
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

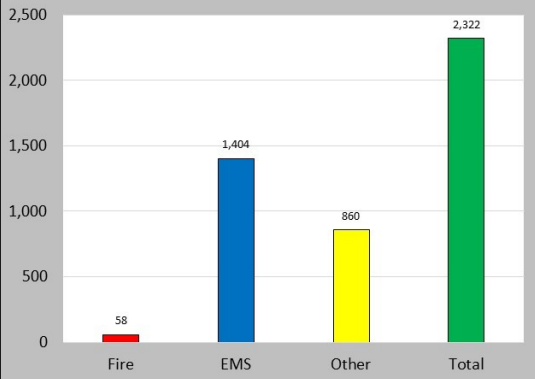


Commercial Plan Reviews

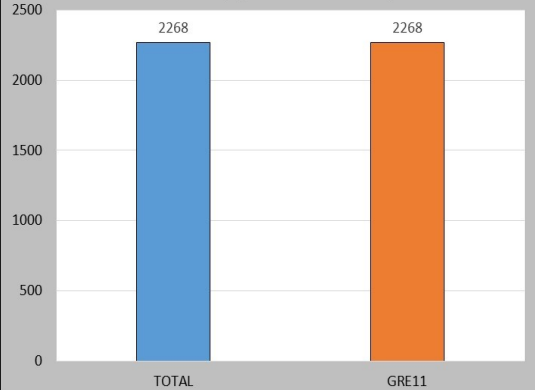


CHESTER STREET STATION

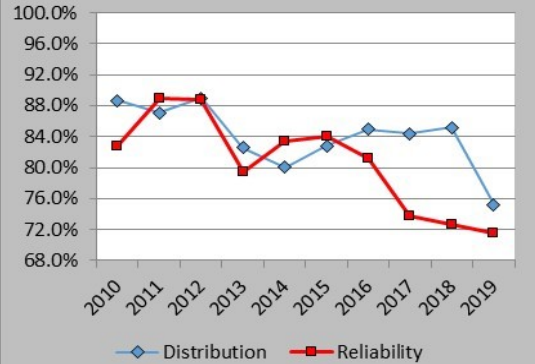
2019 Incidents in District



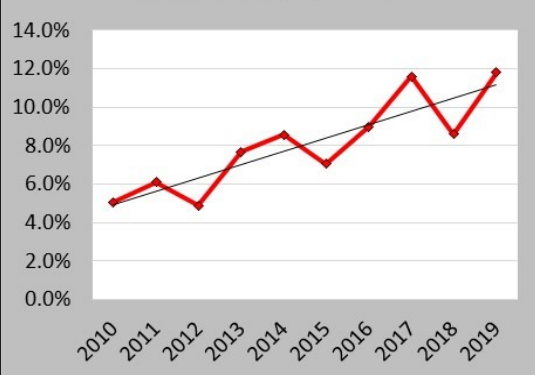
2019 Apparatus Responses



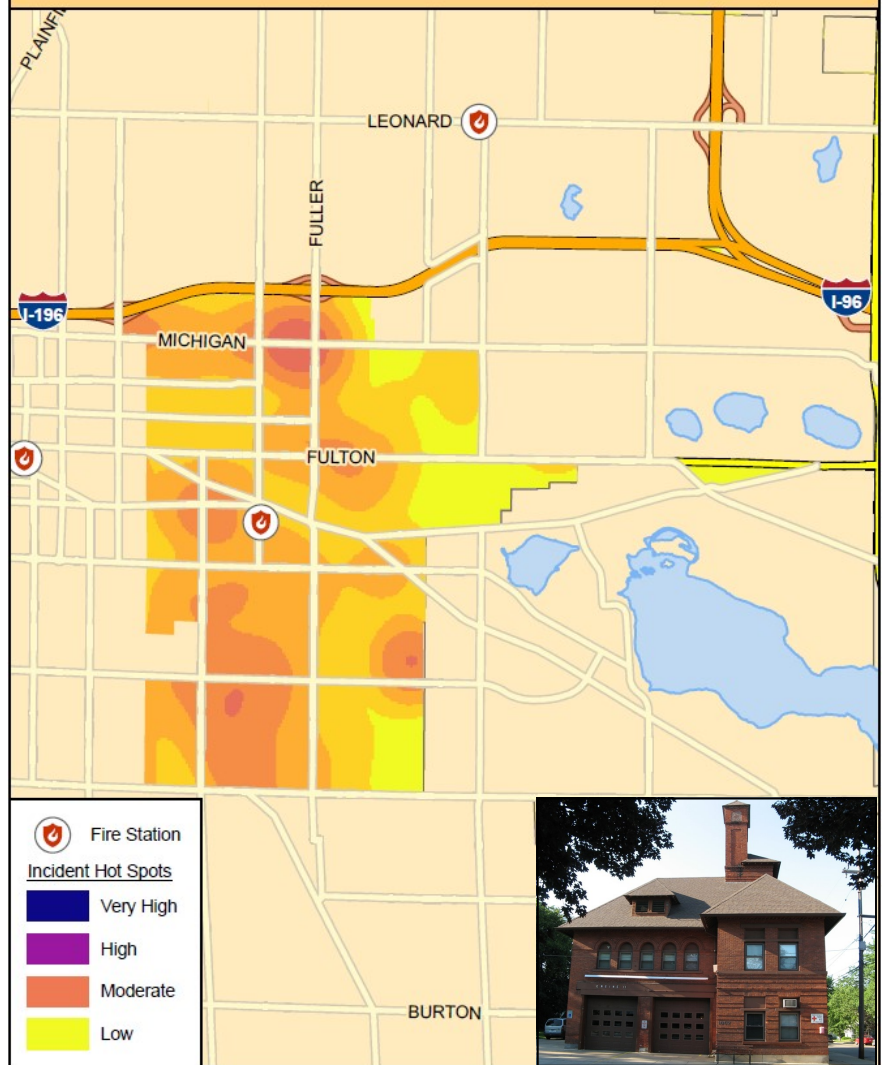
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	9	5	6	5	9	7	5	46
01:00-01:59	9	6	3	4	5	3	11	41
02:00-02:59	8	3	6	2	3	4	10	36
03:00-03:59	5	2	5	6	3	3	4	28
04:00-04:59	5	3	8	2	4	6	4	32
05:00-05:59	7	1	1	3	4	4	2	22
06:00-06:59	2	1	7	5	3	2	8	28
07:00-07:59	6	10	9	7	4	9	8	53
08:00-08:59	6	10	10	5	9	4	6	50
09:00-09:59	5	10	13	11	13	8	3	63
10:00-10:59	14	9	9	9	13	8	3	65
11:00-11:59	12	14	16	10	11	13	14	90
12:00-12:59	7	11	12	5	12	15	9	71
13:00-13:59	13	8	9	9	10	6	16	71
14:00-14:59	8	10	10	13	9	14	15	79
15:00-15:59	7	12	15	11	7	13	10	75
16:00-16:59	11	11	17	13	14	11	7	84
17:00-17:59	15	15	10	13	8	15	7	83
18:00-18:59	10	8	8	12	12	11	12	73
19:00-19:59	4	8	12	9	15	13	13	74
20:00-20:59	15	9	8	14	6	14	10	76
21:00-21:59	9	6	9	11	8	10	8	61
22:00-22:59	9	6	6	3	6	5	6	41
23:00-23:59	6	8	9	7	11	11	10	62
Total	202	186	218	189	199	209	201	1,404

Temporal Analysis - 2019 Fire

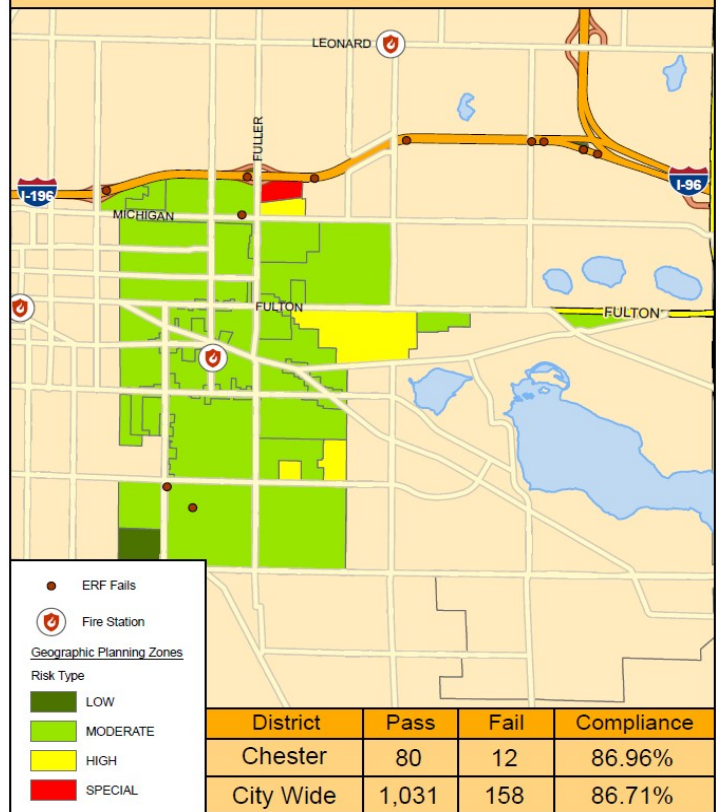
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	0	1	0	1	0	0	0	2
01:00-01:59	0	1	0	0	0	0	1	2
02:00-02:59	2	0	0	0	0	0	0	2
03:00-03:59	1	0	0	0	0	0	1	2
04:00-04:59	0	0	0	0	1	0	0	1
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	1	0	0	0	0	0	0	1
07:00-07:59	0	0	0	0	0	0	0	0
08:00-08:59	0	0	1	0	0	0	0	1
09:00-09:59	0	1	0	0	0	0	0	1
10:00-10:59	1	1	0	0	1	0	2	5
11:00-11:59	0	1	0	2	1	0	1	5
12:00-12:59	0	0	0	0	0	0	2	2
13:00-13:59	0	0	0	0	0	0	0	0
14:00-14:59	1	1	1	0	0	0	0	3
15:00-15:59	0	0	0	1	1	1	1	4
16:00-16:59	1	1	0	0	1	0	1	4
17:00-17:59	1	1	0	1	0	2	2	7
18:00-18:59	0	0	0	0	2	0	1	3
19:00-19:59	0	1	2	1	0	0	2	6
20:00-20:59	1	1	0	0	0	1	0	3
21:00-21:59	0	0	0	0	1	0	2	3
22:00-22:59	0	0	0	0	1	0	0	1
23:00-23:59	0	0	0	0	0	0	0	0
Total	9	10	4	6	9	4	16	58

CHESTER STREET STATION

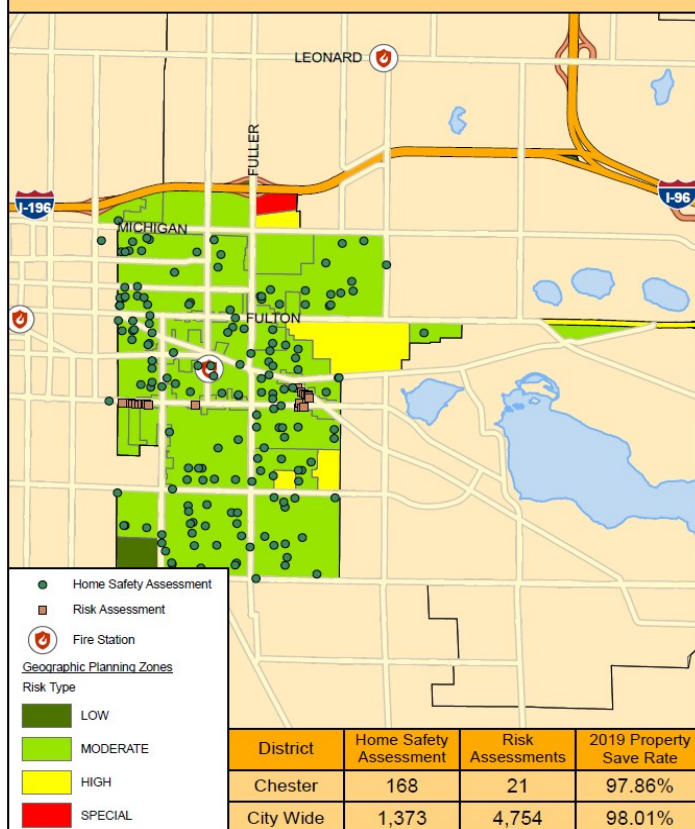
4 Minute Travel Time Compliance



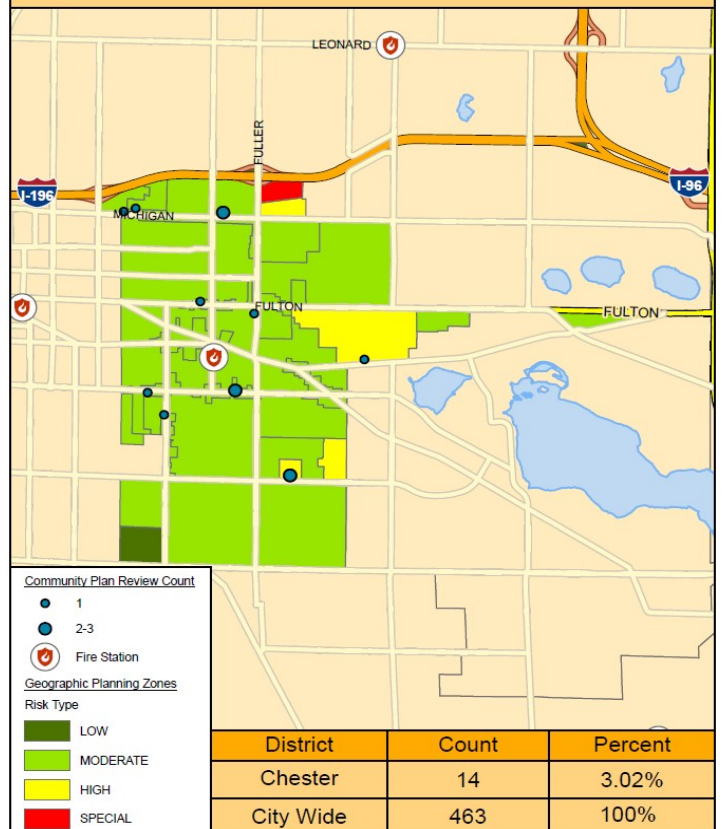
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

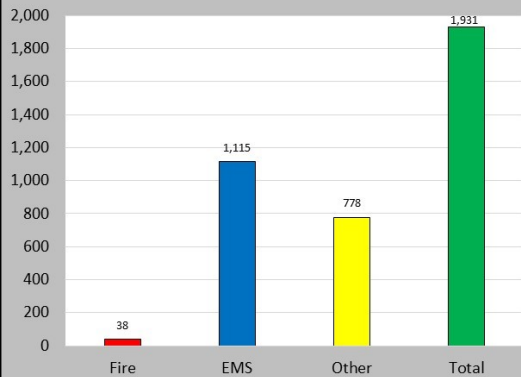


Commercial Plan Reviews

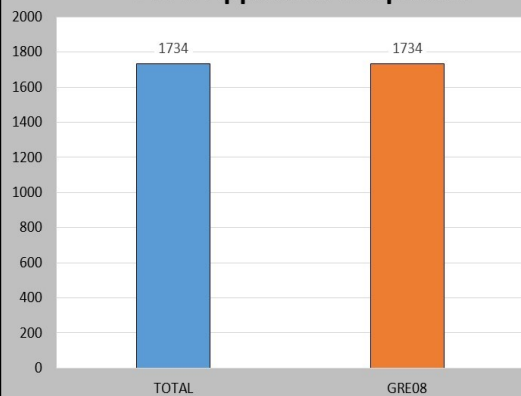


COVELL AVENUE STATION

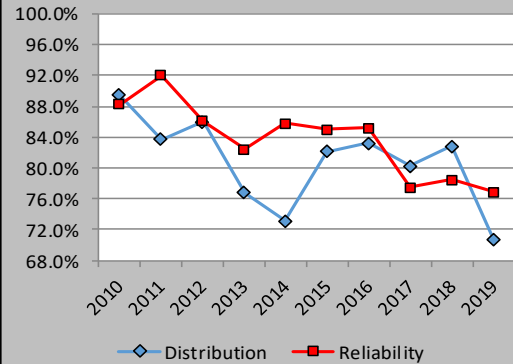
2019 Incidents in District



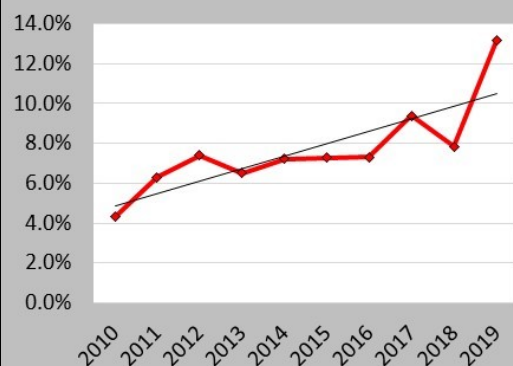
2019 Apparatus Responses



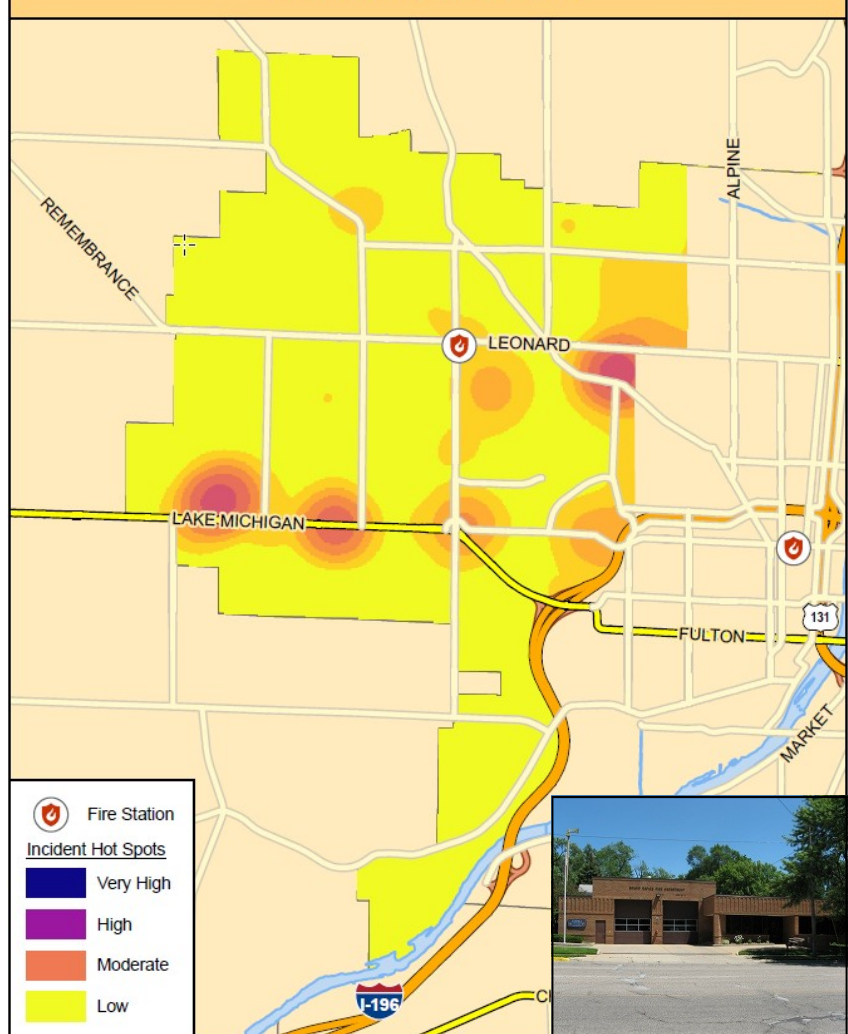
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

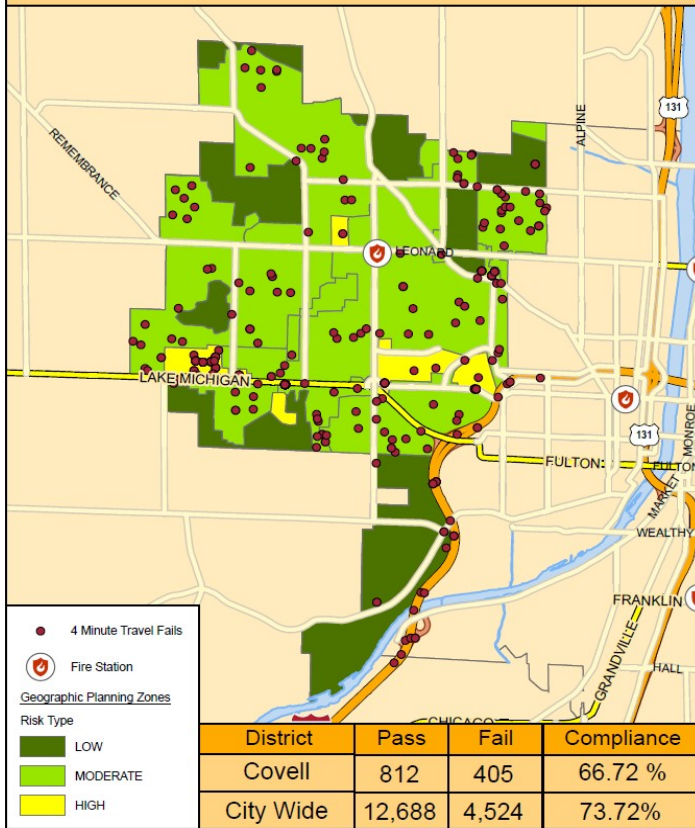
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	7	2	1	3	1	3	3	20
01:00-01:59	0	4	7	6	3	3	5	28
02:00-02:59	6	3	4	2	5	4	3	27
03:00-03:59	8	0	3	2	0	4	1	18
04:00-04:59	1	7	2	5	3	8	1	27
05:00-05:59	2	3	4	3	2	8	2	24
06:00-06:59	5	2	5	4	3	1	1	21
07:00-07:59	4	4	5	6	3	8	4	34
08:00-08:59	14	11	10	9	7	8	5	64
09:00-09:59	7	6	11	9	11	16	9	69
10:00-10:59	12	10	11	11	16	9	7	76
11:00-11:59	6	10	10	10	12	9	6	63
12:00-12:59	11	10	10	6	12	11	7	67
13:00-13:59	7	12	9	9	9	5	8	59
14:00-14:59	7	15	19	9	8	7	2	67
15:00-15:59	8	4	8	17	8	5	6	56
16:00-16:59	5	10	8	14	6	8	12	63
17:00-17:59	8	5	16	8	5	11	6	59
18:00-18:59	2	6	10	7	14	5	7	51
19:00-19:59	9	5	9	8	6	5	11	53
20:00-20:59	8	13	6	10	6	6	6	55
21:00-21:59	9	5	8	3	3	9	8	45
22:00-22:59	2	4	4	9	2	6	5	32
23:00-23:59	4	7	7	4	2	5	8	37
Total	152	158	187	174	147	164	133	1,115

Temporal Analysis - 2019 Fire

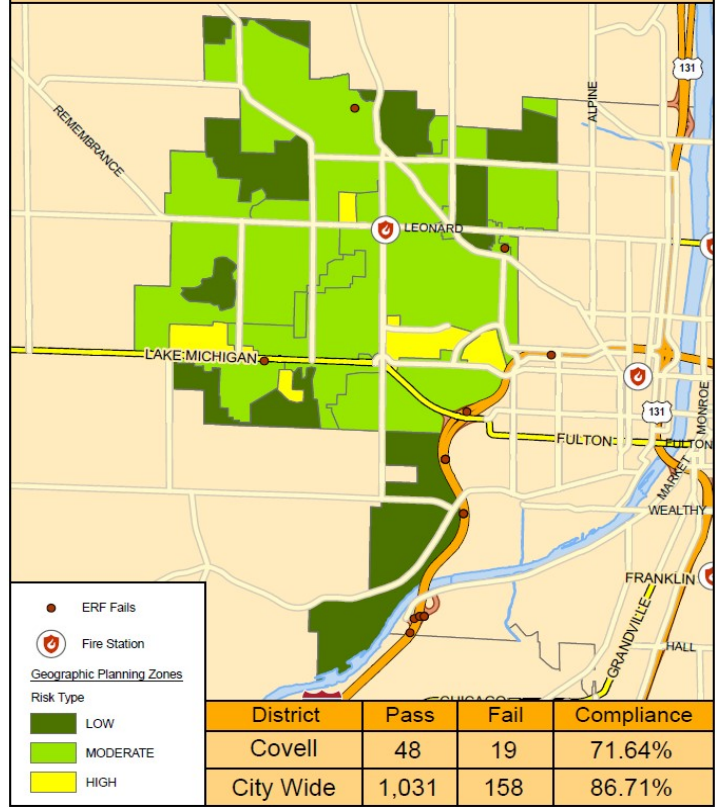
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	0	1	0	0	0	0	0	1
01:00-01:59	0	0	0	0	0	1	0	1
02:00-02:59	0	0	0	0	0	1	0	1
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	1	0	0	0	1
07:00-07:59	1	0	0	0	0	0	0	1
08:00-08:59	0	1	0	1	0	0	1	3
09:00-09:59	0	0	0	0	0	0	0	0
10:00-10:59	0	1	0	0	0	1	0	2
11:00-11:59	0	0	0	0	1	0	0	1
12:00-12:59	1	0	0	0	0	1	0	2
13:00-13:59	1	1	0	0	1	1	0	4
14:00-14:59	1	1	0	0	0	0	1	3
15:00-15:59	0	0	1	0	0	0	0	1
16:00-16:59	1	0	0	0	0	0	1	2
17:00-17:59	2	0	0	0	1	1	0	4
18:00-18:59	0	0	0	1	0	0	0	1
19:00-19:59	0	0	1	0	0	0	0	1
20:00-20:59	0	1	1	0	0	0	2	4
21:00-21:59	0	1	0	0	0	0	0	1
22:00-22:59	0	2	0	0	0	0	0	2
23:00-23:59	0	0	0	1	1	0	0	2
Total	7	9	3	4	4	6	5	38

COVELL AVENUE STATION

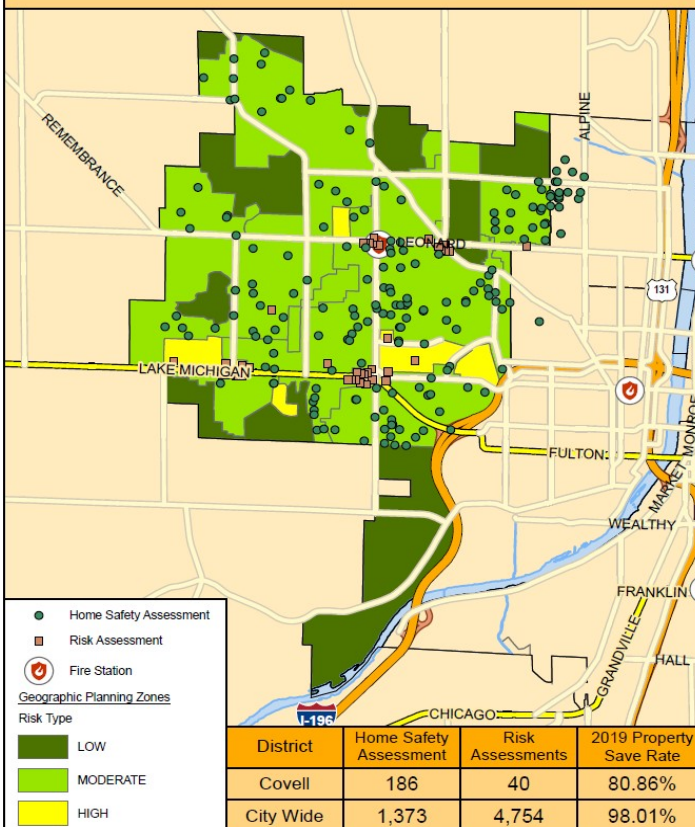
4 Minute Travel Time Compliance



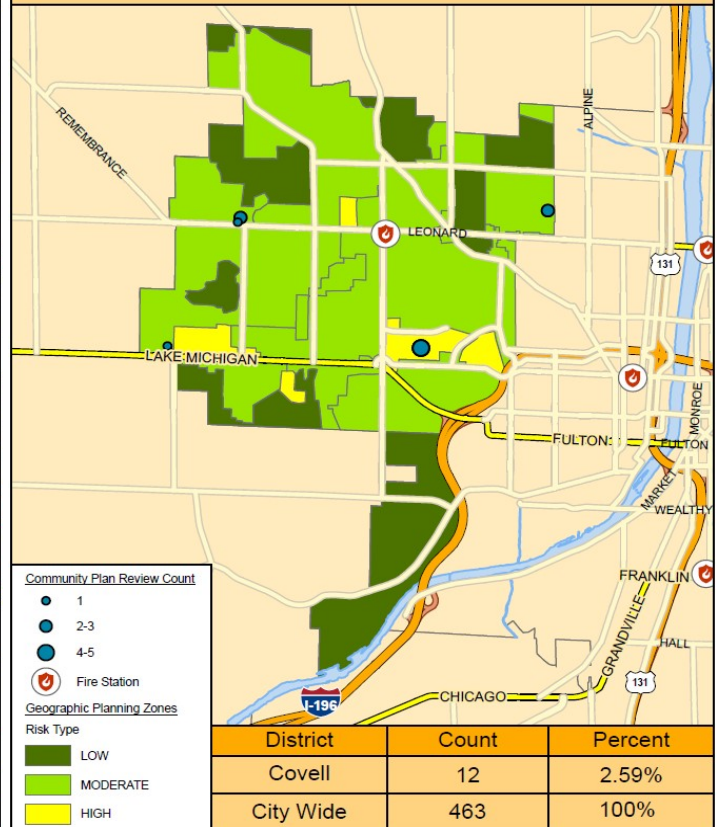
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

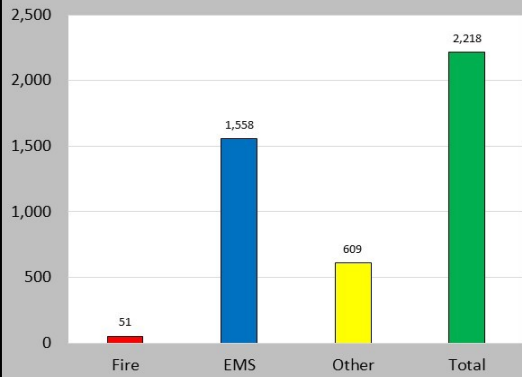


Commercial Plan Reviews

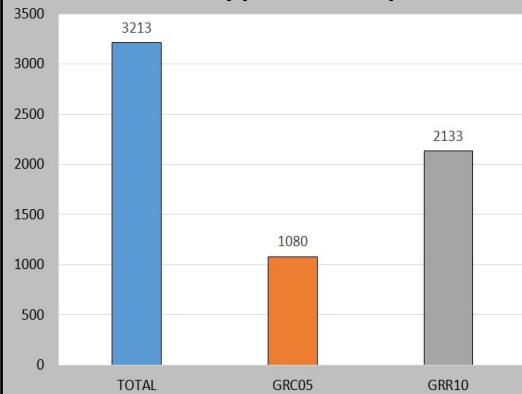


DIVISION AVENUE STATION

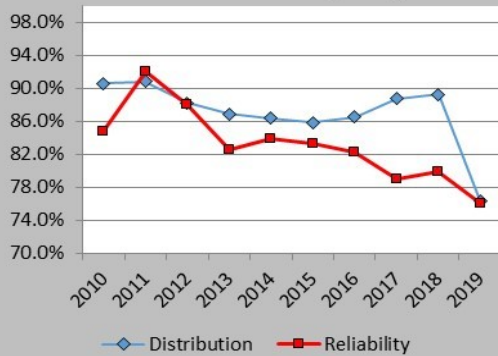
2019 Incidents in District



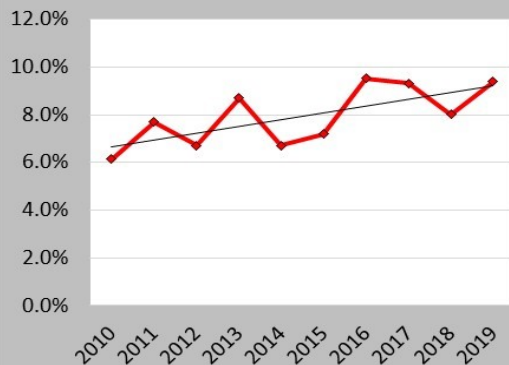
2019 Apparatus Responses



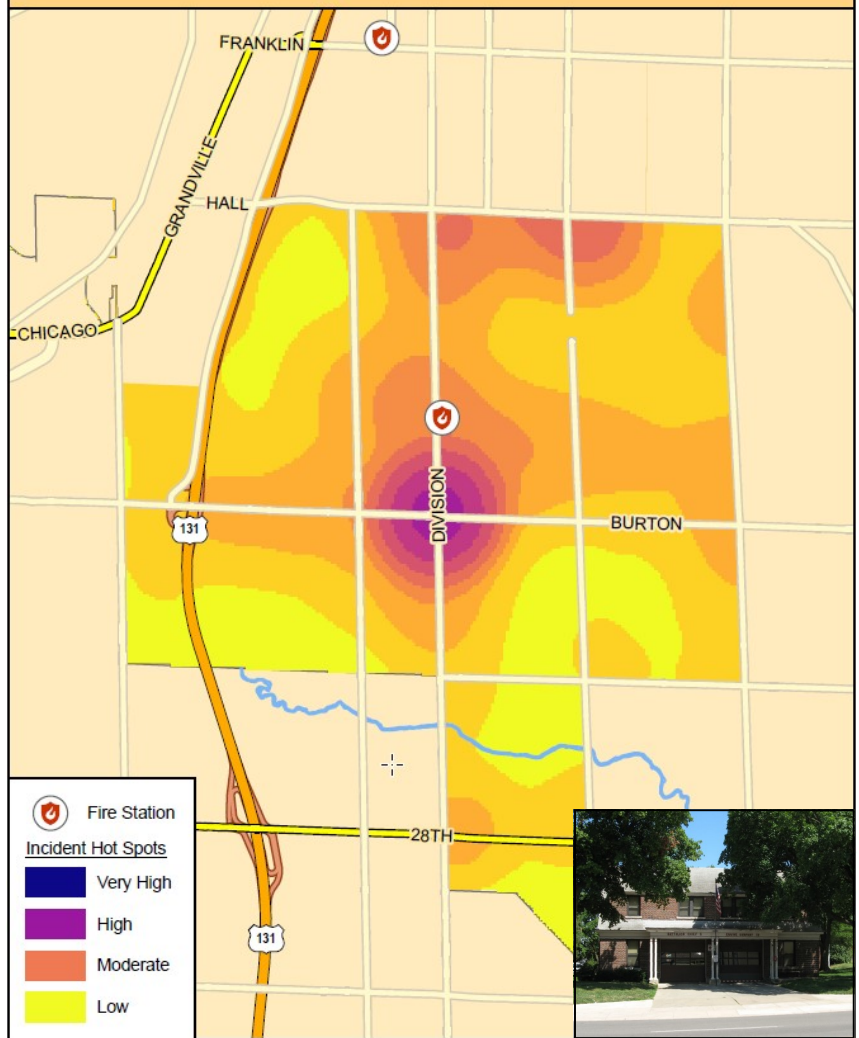
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

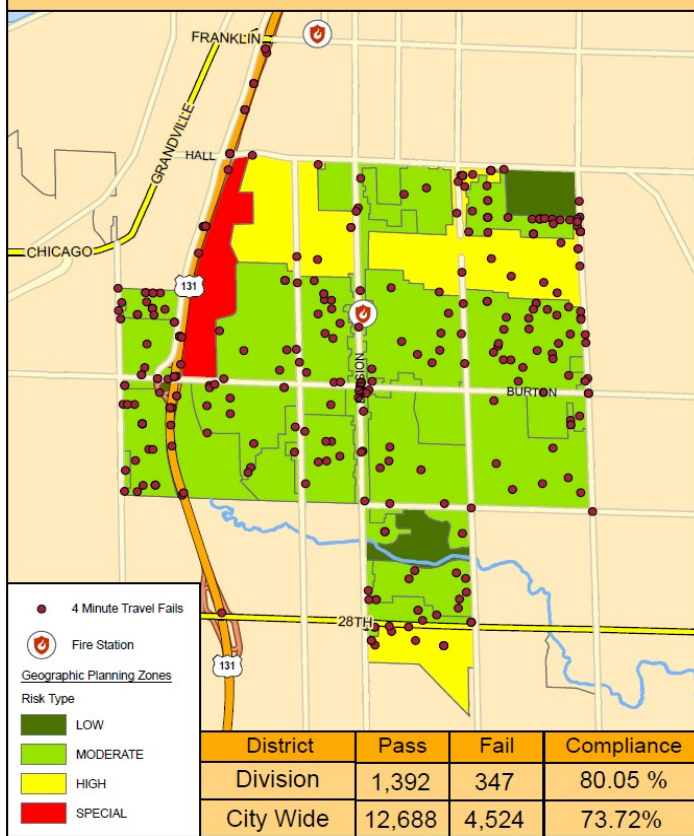
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	6	7	9	4	6	8	10	50
01:00-01:59	9	0	6	5	6	2	9	37
02:00-02:59	7	6	3	3	5	2	2	28
03:00-03:59	7	3	8	7	4	2	4	35
04:00-04:59	4	2	6	5	3	5	3	28
05:00-05:59	6	5	4	2	7	1	3	28
06:00-06:59	5	10	7	5	7	3	6	43
07:00-07:59	3	6	6	4	11	6	4	40
08:00-08:59	10	12	17	5	9	8	5	66
09:00-09:59	12	14	9	15	9	6	6	71
10:00-10:59	8	8	4	11	7	12	6	56
11:00-11:59	14	14	5	18	11	12	14	88
12:00-12:59	9	13	13	12	12	7	10	76
13:00-13:59	19	13	10	12	9	12	13	88
14:00-14:59	8	13	8	11	13	7	11	71
15:00-15:59	8	18	19	12	13	8	16	94
16:00-16:59	8	6	12	12	16	21	10	85
17:00-17:59	8	14	17	19	11	16	18	103
18:00-18:59	10	18	19	8	13	12	19	99
19:00-19:59	19	10	10	14	8	13	7	81
20:00-20:59	7	9	10	12	9	17	13	77
21:00-21:59	9	9	15	7	7	19	11	77
22:00-22:59	14	8	5	8	15	8	16	74
23:00-23:59	7	12	6	7	6	10	15	63
Total	217	230	228	218	217	217	231	1,558

Temporal Analysis - 2019 Fire

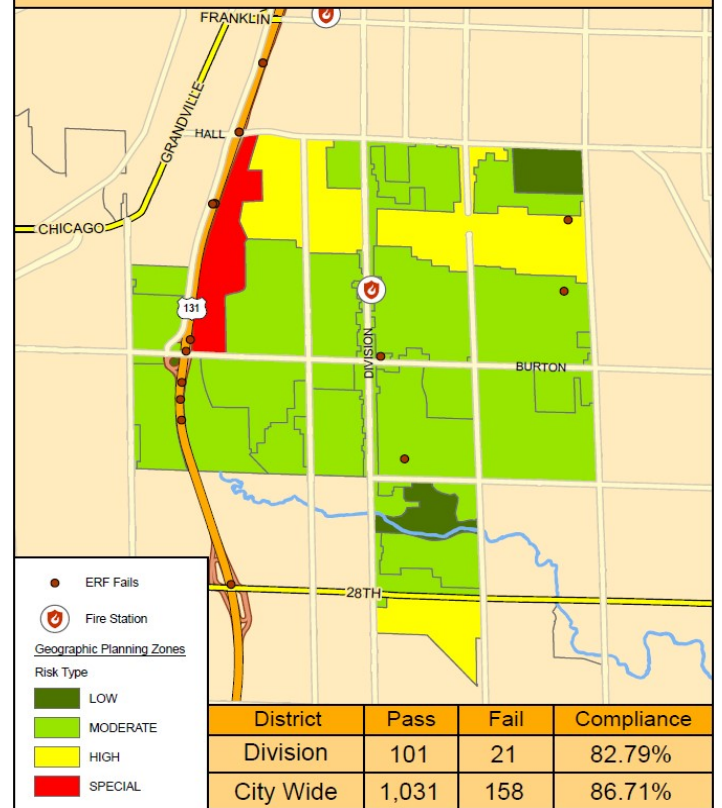
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	0	0	0	0	0	0	0	0
01:00-01:59	0	0	1	0	1	0	0	2
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	1	0	0	1
04:00-04:59	0	1	1	0	0	0	0	2
05:00-05:59	1	0	0	0	0	0	0	1
06:00-06:59	0	1	0	0	0	1	1	3
07:00-07:59	0	0	1	0	0	1	1	3
08:00-08:59	1	0	0	2	0	0	0	3
09:00-09:59	1	0	0	0	0	0	0	1
10:00-10:59	1	1	0	0	0	1	0	3
11:00-11:59	0	0	1	1	0	0	1	3
12:00-12:59	0	0	2	1	0	0	0	3
13:00-13:59	0	0	0	0	1	0	0	1
14:00-14:59	1	0	0	0	0	1	0	2
15:00-15:59	0	0	1	1	1	0	0	3
16:00-16:59	0	0	1	3	1	0	1	6
17:00-17:59	0	0	0	0	1	0	3	4
18:00-18:59	1	0	0	0	0	0	0	1
19:00-19:59	0	0	1	1	0	1	0	3
20:00-20:59	0	0	0	0	0	0	0	0
21:00-21:59	1	0	0	0	0	0	1	2
22:00-22:59	0	0	0	0	0	0	0	0
23:00-23:59	0	0	0	1	1	2	0	4
Total	7	3	9	10	7	7	8	51

DIVISION AVENUE STATION

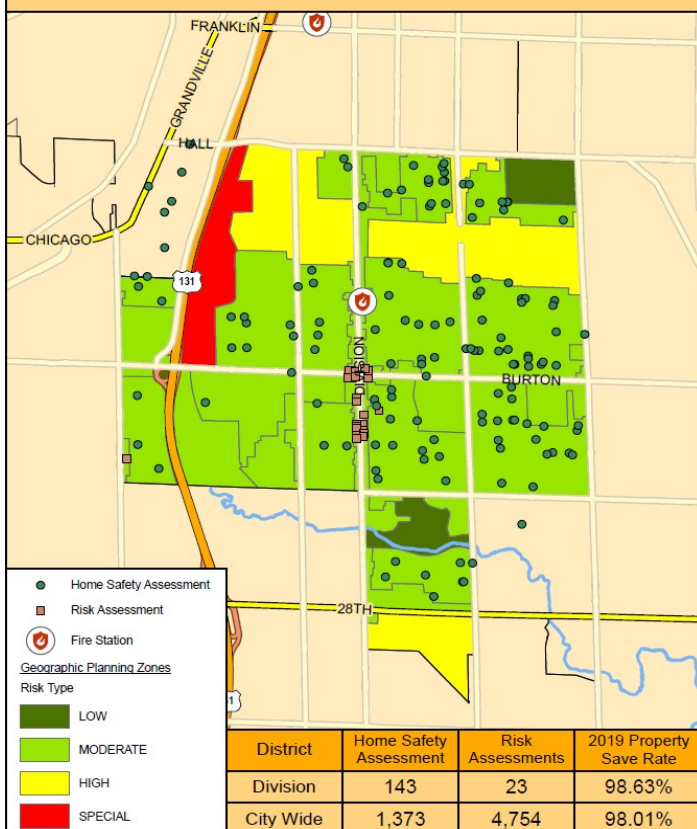
4 Minute Travel Time Compliance



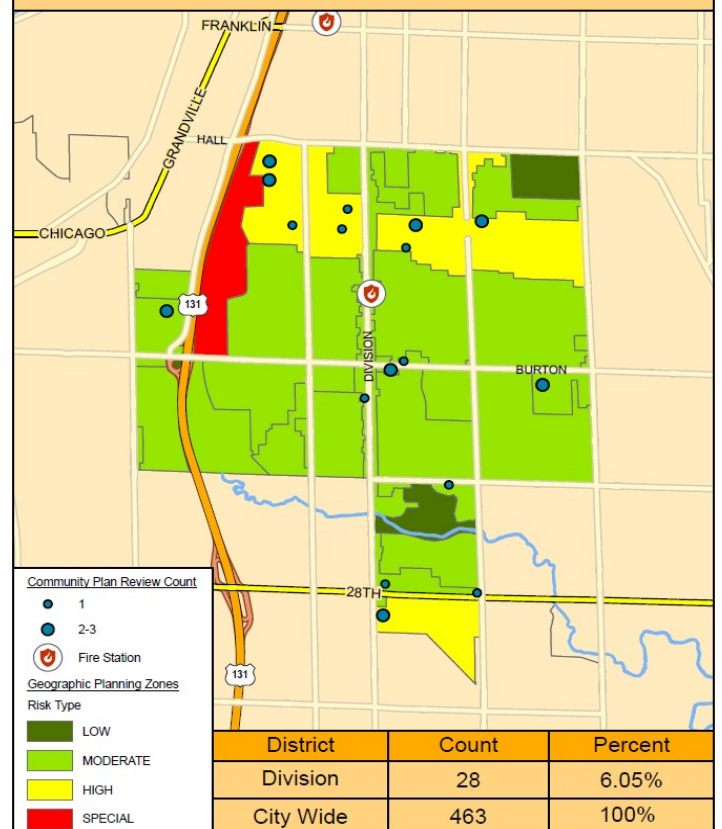
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

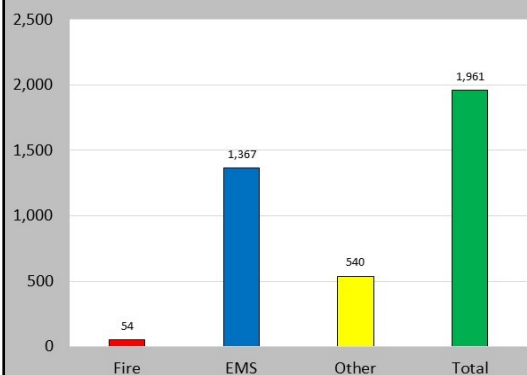


Commercial Plan Reviews

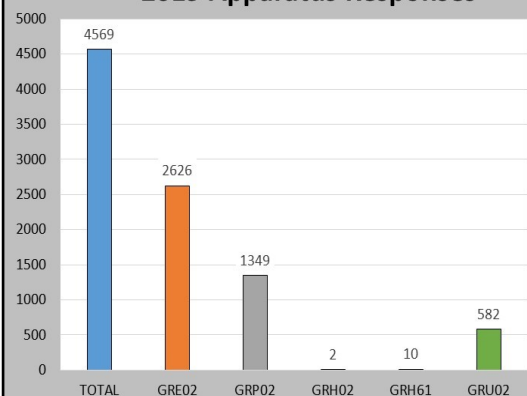


FRANKLIN STREET STATION

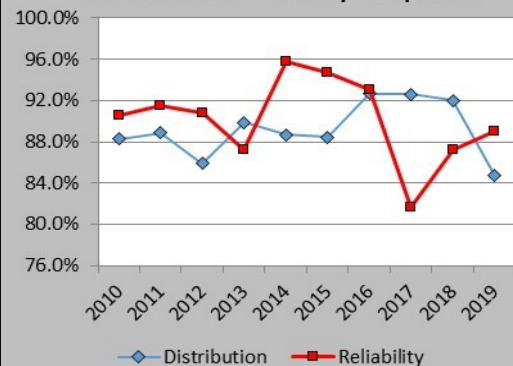
2019 Incidents in District



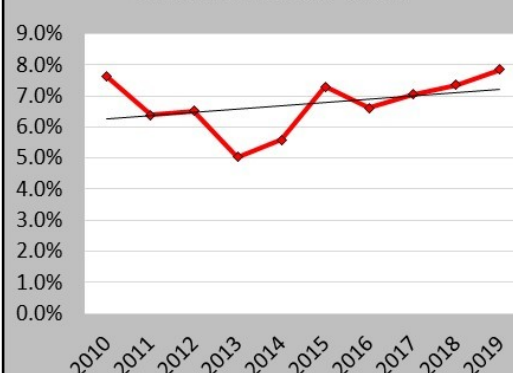
2019 Apparatus Responses



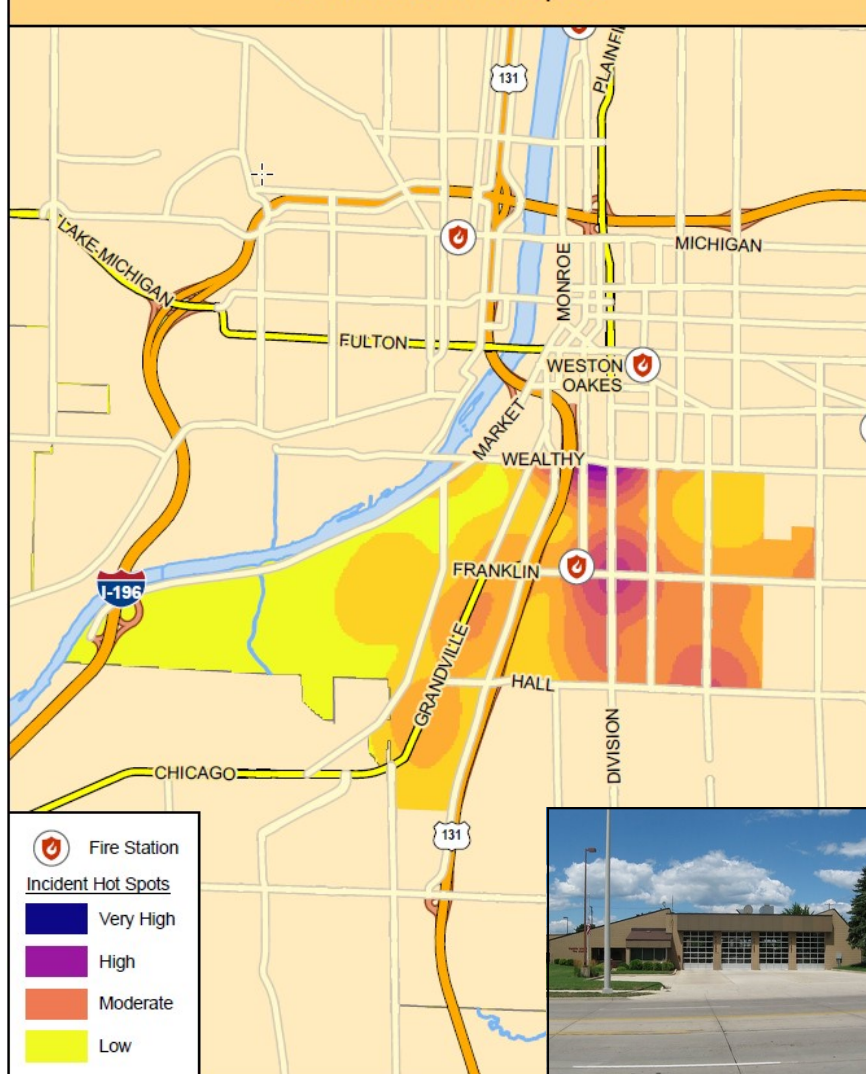
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

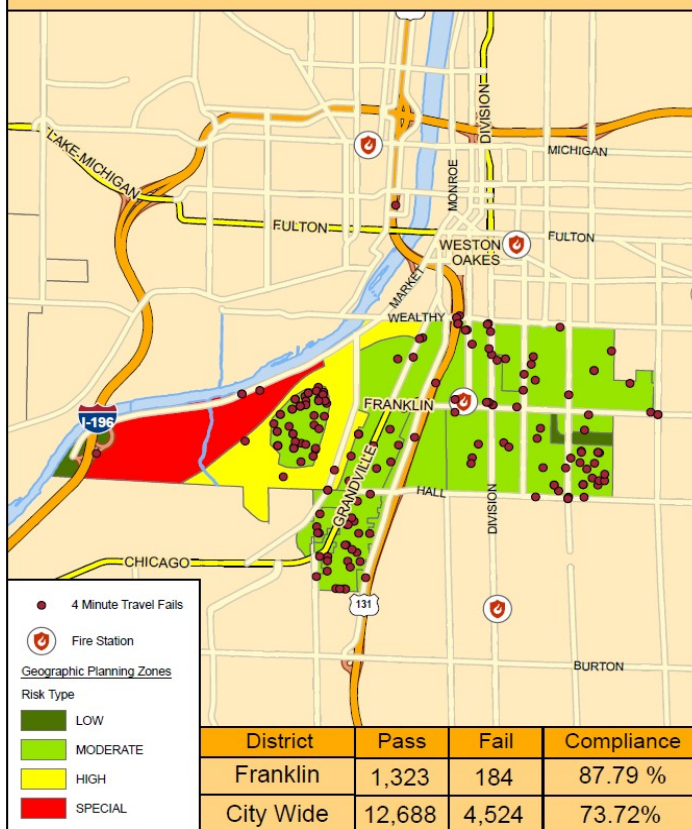
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	5	3	4	4	6	1	7	30
01:00-01:59	6	3	6	3	2	7	3	30
02:00-02:59	3	1	6	1	3	2	6	22
03:00-03:59	3	6	0	3	5	5	2	24
04:00-04:59	0	3	3	3	0	4	5	18
05:00-05:59	5	4	6	5	6	2	2	30
06:00-06:59	5	6	3	11	1	7	9	42
07:00-07:59	12	8	7	7	11	8	4	57
08:00-08:59	7	17	7	14	16	16	10	87
09:00-09:59	10	4	12	8	10	8	8	60
10:00-10:59	17	12	18	16	18	12	15	108
11:00-11:59	13	15	12	13	6	21	12	92
12:00-12:59	12	8	12	14	14	12	11	83
13:00-13:59	12	9	15	11	8	13	10	78
14:00-14:59	8	9	12	13	17	12	8	79
15:00-15:59	11	8	13	5	7	19	7	70
16:00-16:59	10	16	11	16	10	17	12	92
17:00-17:59	8	15	19	7	11	9	10	79
18:00-18:59	9	8	12	8	15	11	9	72
19:00-19:59	5	6	14	10	10	13	12	70
20:00-20:59	6	11	8	7	12	9	10	63
21:00-21:59	11	5	9	4	7	5	5	46
22:00-22:59	6	3	6	7	5	7	6	40
23:00-23:59	2	2	8	1	6	9	3	31
Total	186	182	223	191	206	229	186	1,403

Temporal Analysis - 2019 Fire

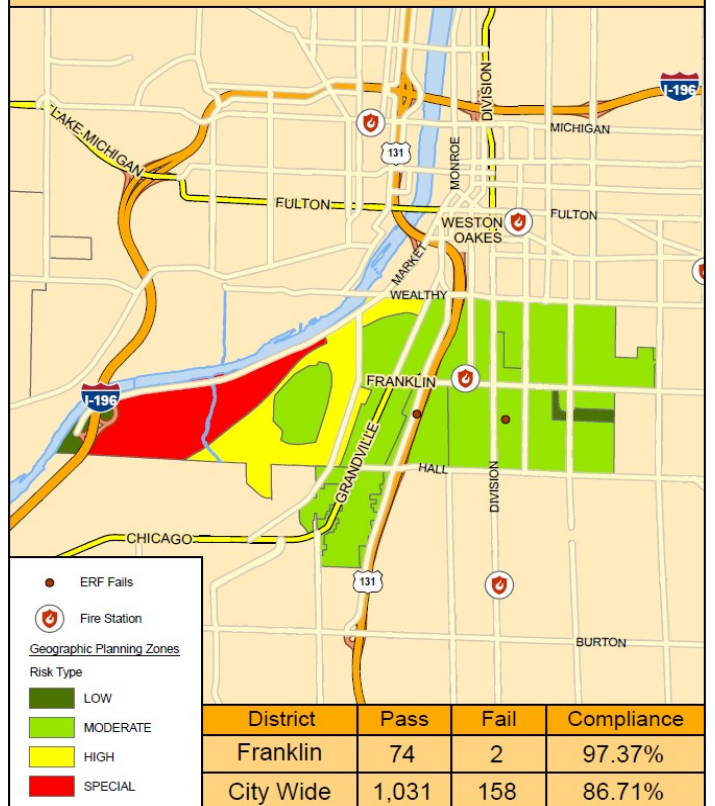
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	1	0	0	0	0	0	1	2
01:00-01:59	1	0	0	0	0	0	0	1
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	0	1	1	0	2
07:00-07:59	0	1	0	0	0	0	0	1
08:00-08:59	0	0	0	0	0	0	0	0
09:00-09:59	0	1	0	1	0	1	0	3
10:00-10:59	0	0	0	0	0	0	0	0
11:00-11:59	0	1	0	1	0	0	0	2
12:00-12:59	0	0	1	1	0	0	0	2
13:00-13:59	0	0	0	0	0	0	0	0
14:00-14:59	0	1	0	1	0	1	0	3
15:00-15:59	1	0	1	0	0	2	0	4
16:00-16:59	2	1	1	0	0	0	1	5
17:00-17:59	0	0	1	0	0	0	0	1
18:00-18:59	0	0	1	0	0	1	1	3
19:00-19:59	1	0	1	1	0	0	1	4
20:00-20:59	0	0	0	0	0	1	0	1
21:00-21:59	1	0	0	0	0	1	1	3
22:00-22:59	0	0	0	0	0	0	0	0
23:00-23:59	0	1	0	0	0	0	0	1
Total	7	6	6	5	1	8	5	38

FRANKLIN STREET STATION

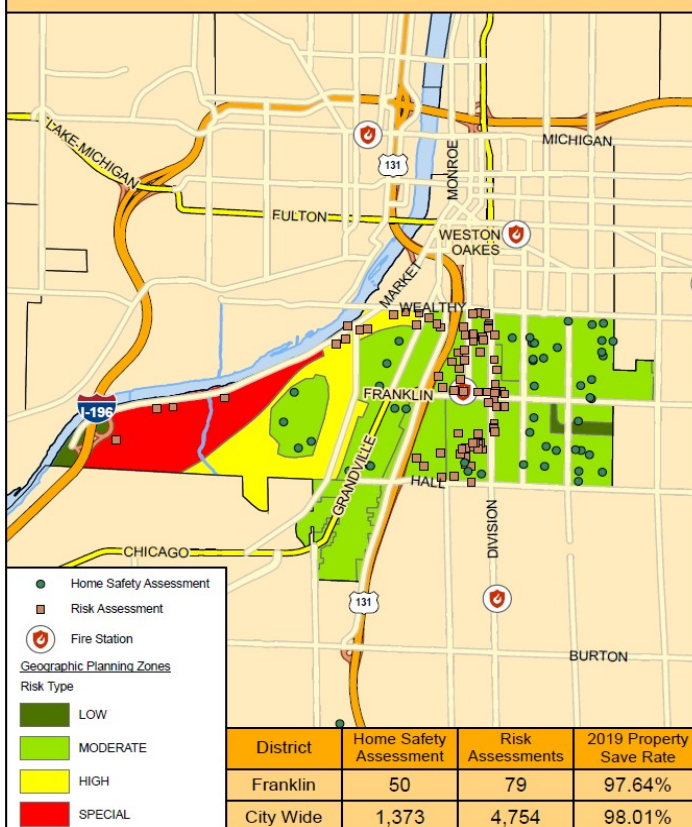
4 Minute Travel Time Compliance



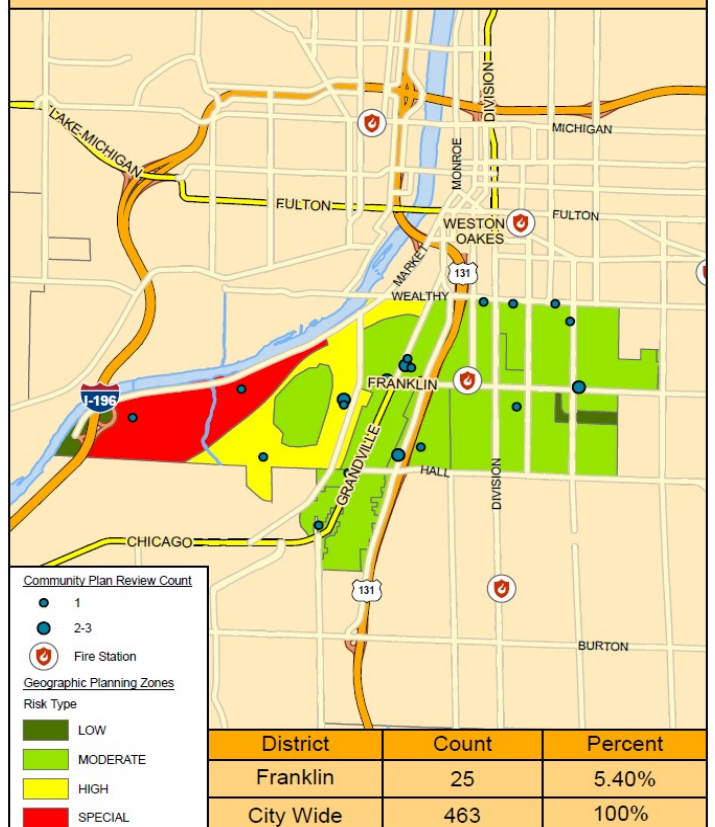
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

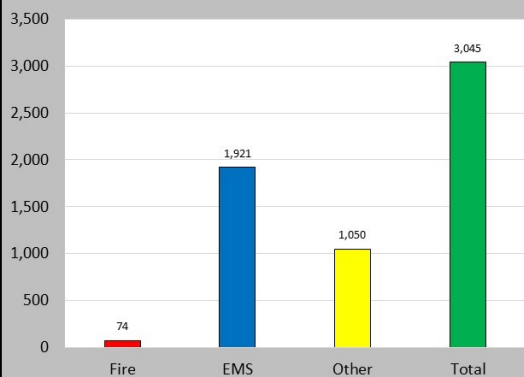


Commercial Plan Reviews

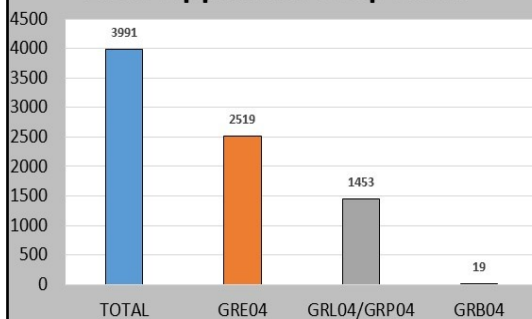


KALAMAZOO AVENUE STATION

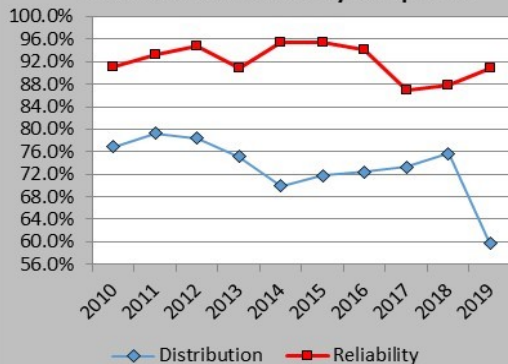
2019 Incidents in District



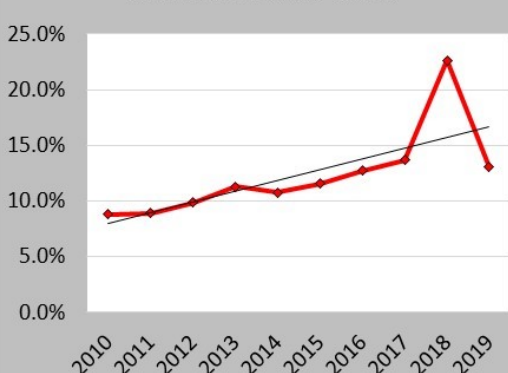
2019 Apparatus Responses



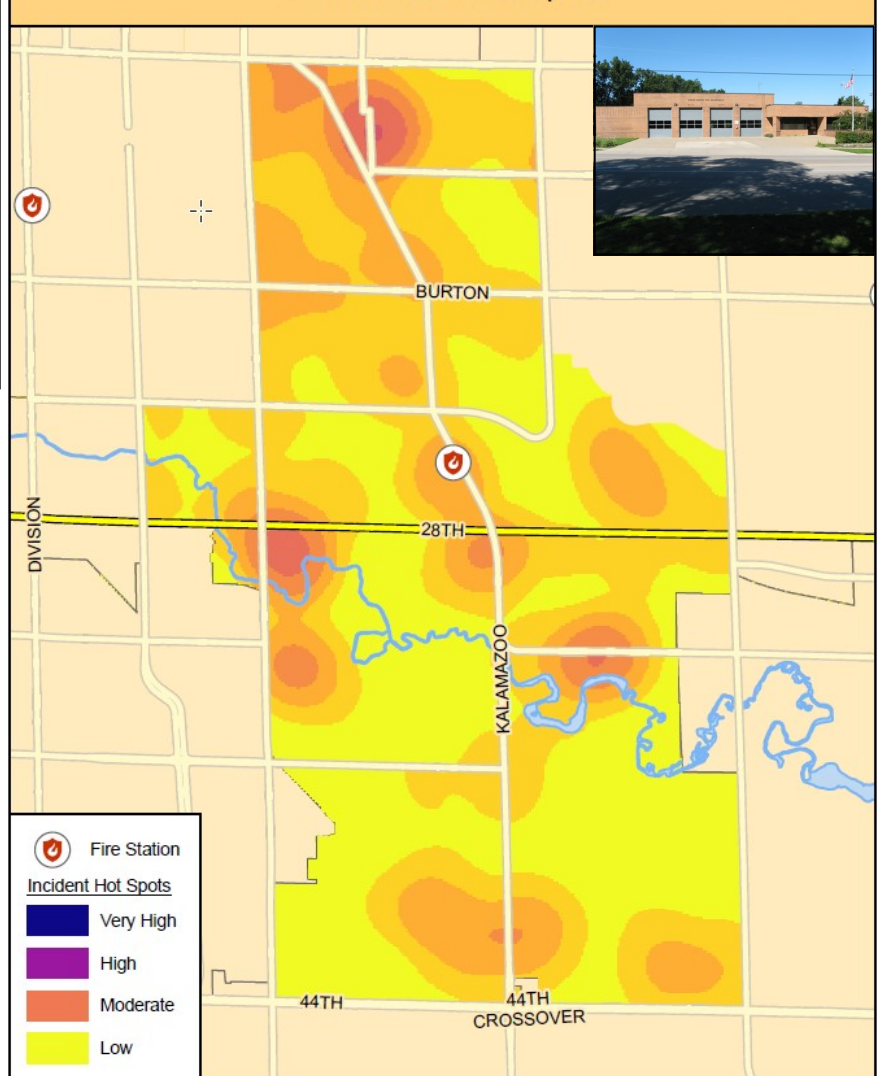
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

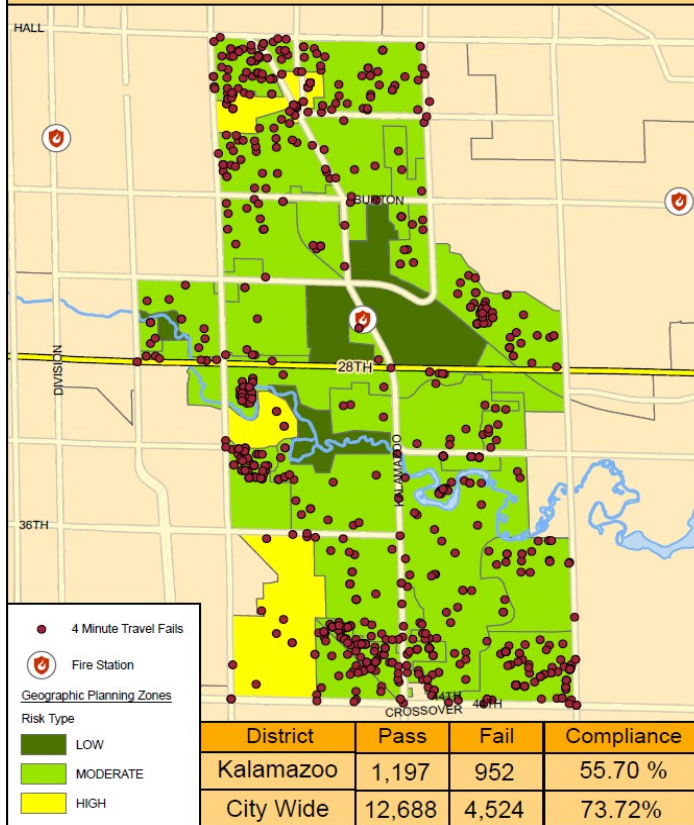
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	15	11	12	6	8	5	10	67
01:00-01:59	9	3	10	6	4	9	7	48
02:00-02:59	6	4	2	2	5	10	8	37
03:00-03:59	8	6	4	2	5	5	7	37
04:00-04:59	7	6	7	3	7	5	6	41
05:00-05:59	7	4	3	3	3	8	3	31
06:00-06:59	6	8	4	8	10	3	12	51
07:00-07:59	7	9	2	11	6	8	7	50
08:00-08:59	18	18	14	8	15	12	5	90
09:00-09:59	13	13	13	12	9	13	13	86
10:00-10:59	14	12	16	25	15	13	13	108
11:00-11:59	10	24	21	26	17	17	13	128
12:00-12:59	20	12	15	18	13	15	14	107
13:00-13:59	13	11	21	12	21	17	14	109
14:00-14:59	20	19	20	19	13	15	9	115
15:00-15:59	18	15	18	5	21	15	12	104
16:00-16:59	11	16	19	11	18	10	14	99
17:00-17:59	10	19	20	11	27	15	9	111
18:00-18:59	14	15	14	20	16	15	10	104
19:00-19:59	12	14	5	20	23	10	14	98
20:00-20:59	11	14	18	11	10	12	18	94
21:00-21:59	16	6	8	15	9	10	12	76
22:00-22:59	10	11	10	10	11	10	20	82
23:00-23:59	9	4	8	3	8	9	7	48
Total	284	274	284	267	294	261	257	1,921

Temporal Analysis - 2019 Fire

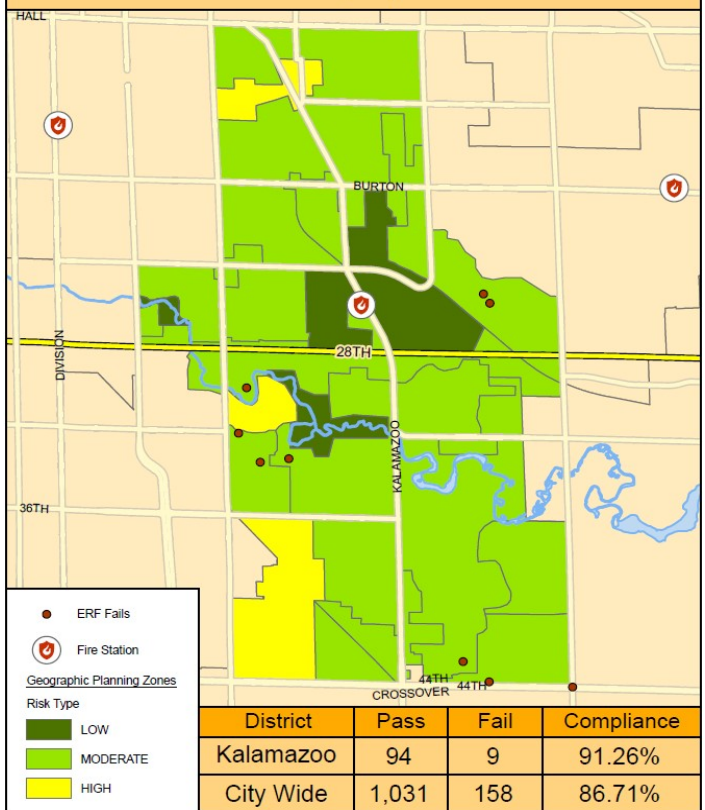
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	1	1	1	0	0	0	1	4
01:00-01:59	0	0	0	0	0	0	1	1
02:00-02:59	0	1	1	0	0	0	0	2
03:00-03:59	1	0	0	0	0	1	1	3
04:00-04:59	0	0	1	0	0	0	2	3
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	0	0	1	0	1
07:00-07:59	0	0	1	1	0	0	0	2
08:00-08:59	0	1	0	0	0	1	0	2
09:00-09:59	0	0	0	0	0	0	0	0
10:00-10:59	0	3	1	0	0	0	1	5
11:00-11:59	0	0	1	0	0	1	0	2
12:00-12:59	0	1	0	1	0	0	1	3
13:00-13:59	1	1	1	0	0	0	1	4
14:00-14:59	2	0	1	0	0	1	1	5
15:00-15:59	0	0	0	1	0	2	0	3
16:00-16:59	0	0	2	0	0	1	0	3
17:00-17:59	0	0	1	2	0	0	0	3
18:00-18:59	3	0	0	3	0	0	2	8
19:00-19:59	2	1	2	2	0	1	2	10
20:00-20:59	1	0	0	0	0	0	1	2
21:00-21:59	0	0	0	0	2	1	0	3
22:00-22:59	0	0	0	1	0	0	0	1
23:00-23:59	1	0	0	0	1	1	1	4
Total	12	9	13	11	3	11	15	74

KALAMAZOO AVENUE STATION

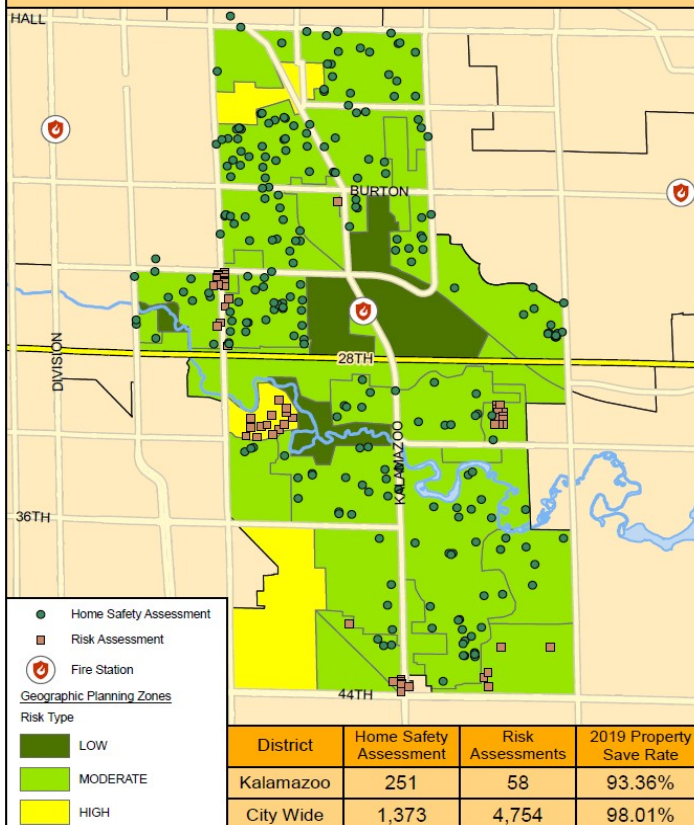
4 Minute Travel Time Compliance



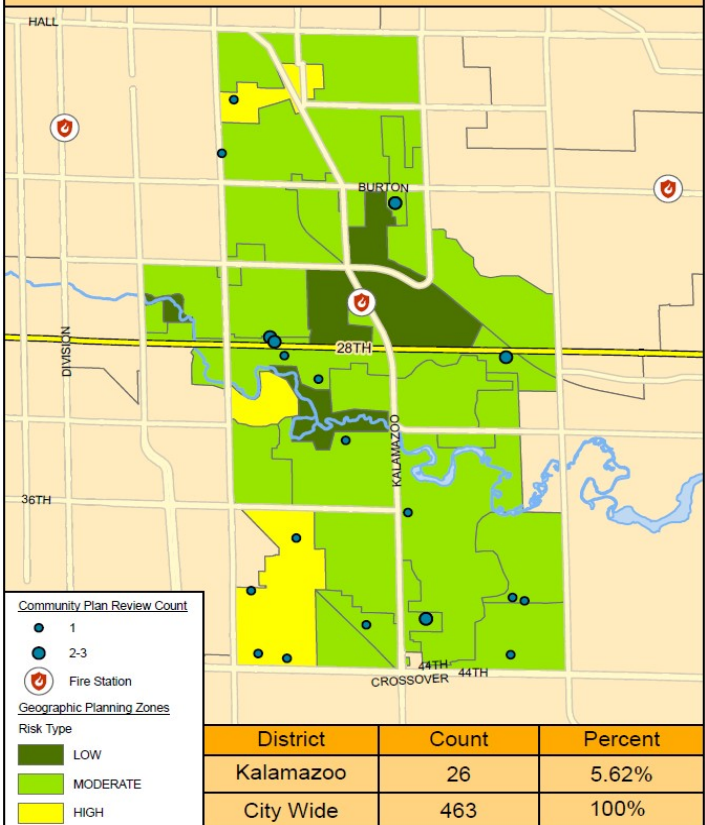
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

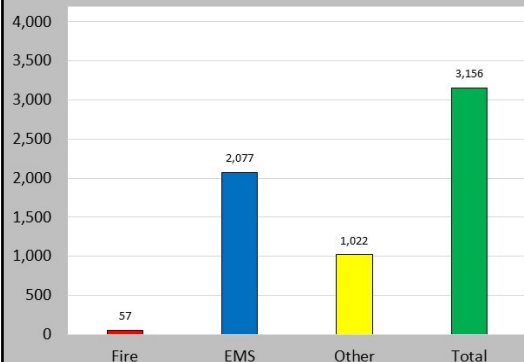


Commercial Plan Reviews

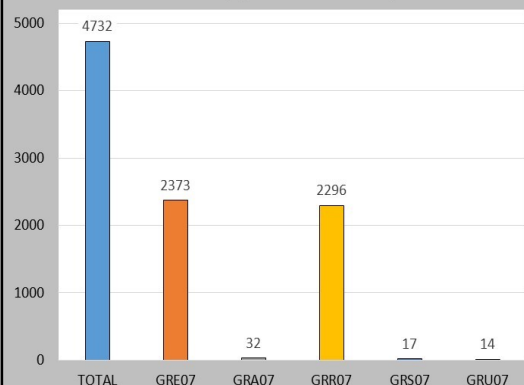


LAGRAVE AVENUE STATION

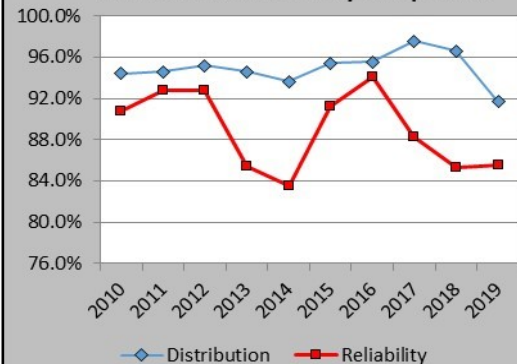
2018 Incidents in District



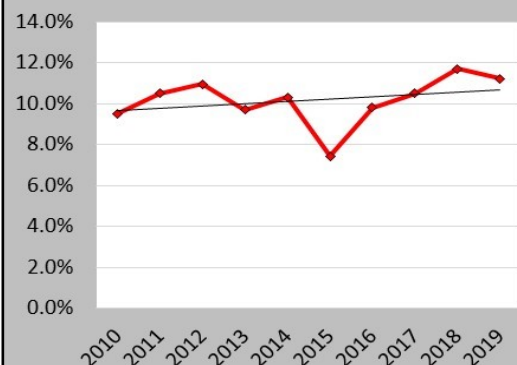
2019 Apparatus Responses



Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

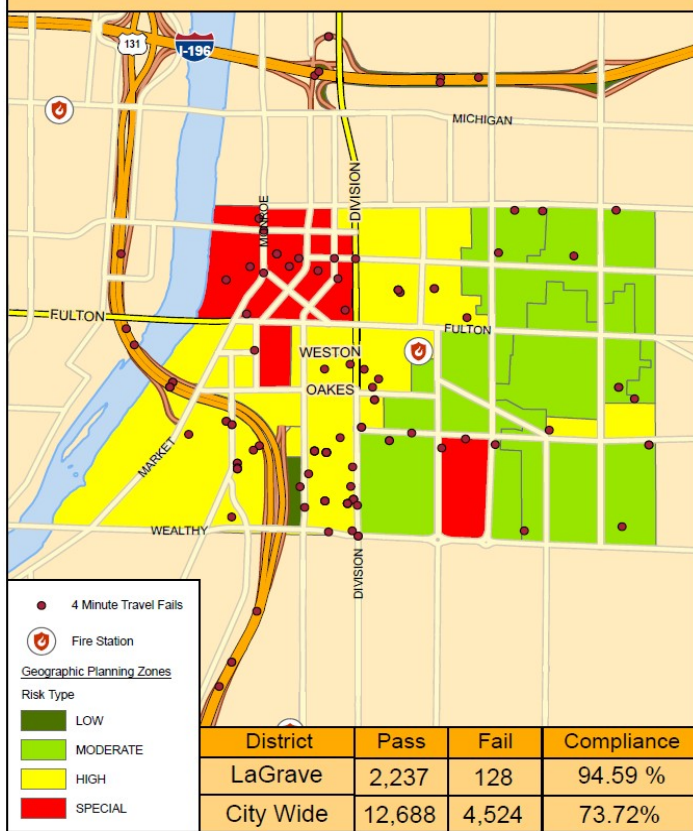
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	13	3	12	7	4	7	8	54
01:00-01:59	21	4	8	4	8	6	14	65
02:00-02:59	15	3	7	4	7	7	13	56
03:00-03:59	8	5	6	3	4	3	5	34
04:00-04:59	3	2	5	4	2	2	2	20
05:00-05:59	3	8	6	5	4	3	8	37
06:00-06:59	15	10	9	9	21	12	9	85
07:00-07:59	6	6	7	9	12	7	10	57
08:00-08:59	3	2	15	7	11	14	11	63
09:00-09:59	7	17	20	19	12	14	9	98
10:00-10:59	17	16	15	16	14	9	9	96
11:00-11:59	9	15	16	20	18	21	11	110
12:00-12:59	13	15	18	16	16	30	20	128
13:00-13:59	14	17	22	22	27	16	19	137
14:00-14:59	11	20	20	19	15	21	11	117
15:00-15:59	10	17	17	15	25	22	13	119
16:00-16:59	15	18	20	19	16	28	16	132
17:00-17:59	16	14	14	17	12	19	18	110
18:00-18:59	15	10	16	15	26	13	17	112
19:00-19:59	10	13	19	18	12	14	20	106
20:00-20:59	14	15	13	13	21	10	20	106
21:00-21:59	11	8	16	10	21	12	13	91
22:00-22:59	3	10	5	6	10	20	11	65
23:00-23:59	7	9	11	5	8	15	24	79
Total	259	257	317	282	326	325	311	2,077

Temporal Analysis - 2019 Fire

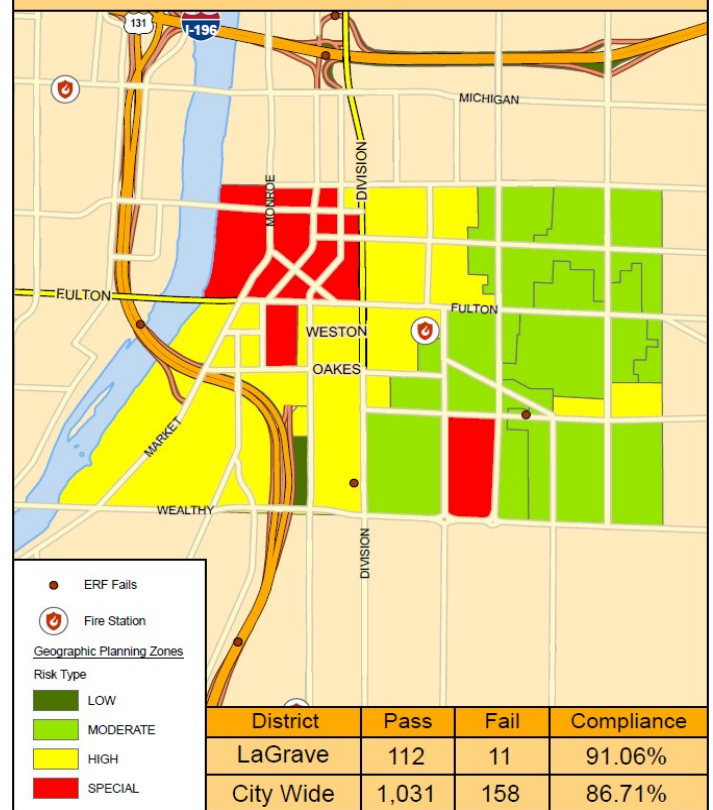
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	1	1	0	0	0	0	0	2
01:00-01:59	0	1	0	0	0	0	0	1
02:00-02:59	0	0	0	1	0	0	0	1
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	1	0	0	0	0	1	0	2
05:00-05:59	0	0	1	0	0	0	0	1
06:00-06:59	0	0	0	0	0	1	0	1
07:00-07:59	0	0	0	0	0	0	0	0
08:00-08:59	0	0	1	0	0	0	0	1
09:00-09:59	0	1	0	1	0	0	1	3
10:00-10:59	1	0	0	1	1	0	1	4
11:00-11:59	1	0	0	0	0	0	1	2
12:00-12:59	0	0	1	0	0	0	0	1
13:00-13:59	1	0	1	0	0	2	1	5
14:00-14:59	0	0	0	0	0	0	0	0
15:00-15:59	0	0	0	0	0	0	1	1
16:00-16:59	1	0	0	0	0	0	0	1
17:00-17:59	0	1	0	1	2	1	2	7
18:00-18:59	2	1	1	0	2	0	0	6
19:00-19:59	0	1	1	0	0	0	0	1
20:00-20:59	1	1	1	0	1	1	1	6
21:00-21:59	0	1	1	0	0	1	0	3
22:00-22:59	0	0	0	0	1	1	0	2
23:00-23:59	0	2	1	0	1	1	1	6
Total	9	9	9	4	8	9	9	57

LAGRAVE AVENUE STATION

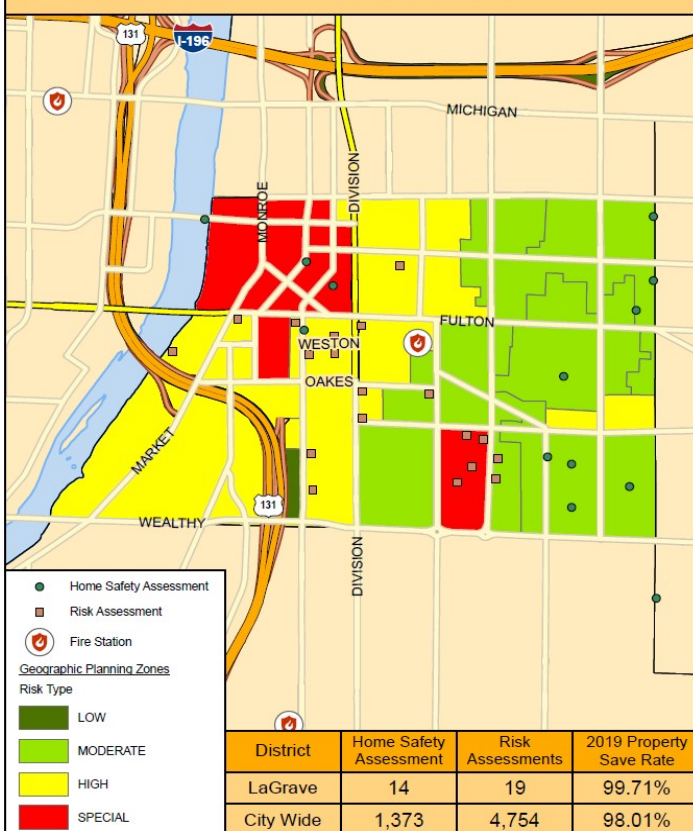
4 Minute Travel Time Compliance



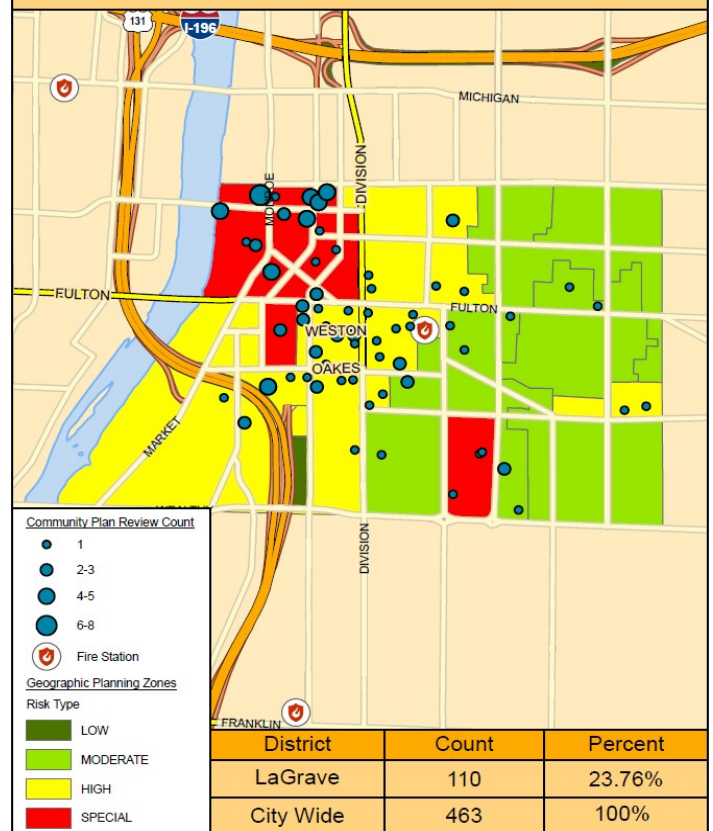
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

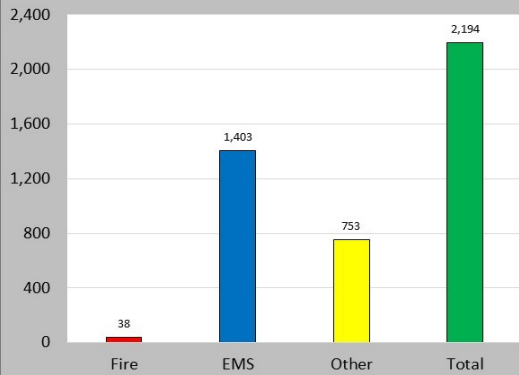


Commercial Plan Reviews

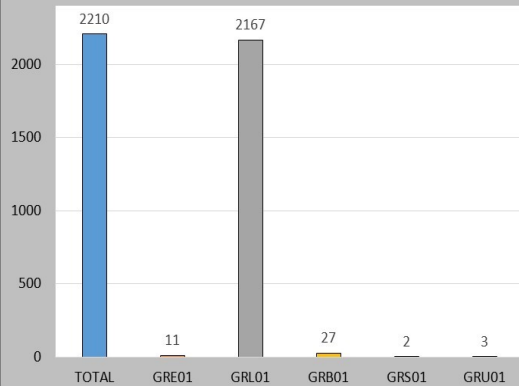


LEONARD STREET STATION

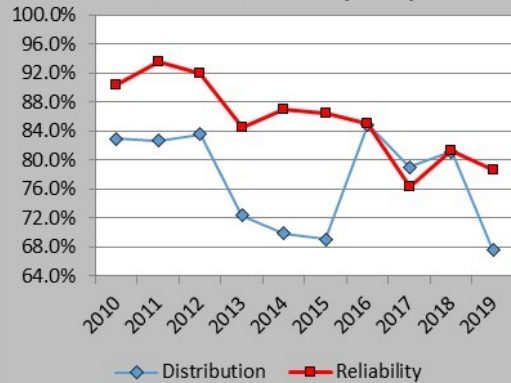
2019 Incidents in District



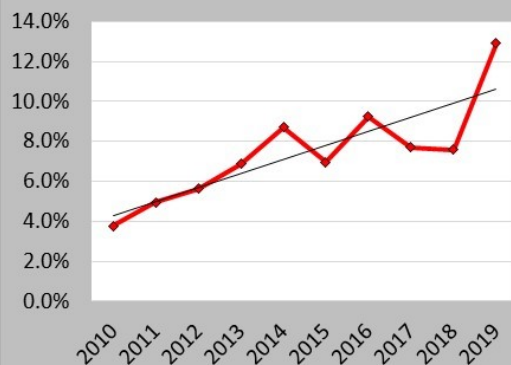
2019 Apparatus Responses



Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots

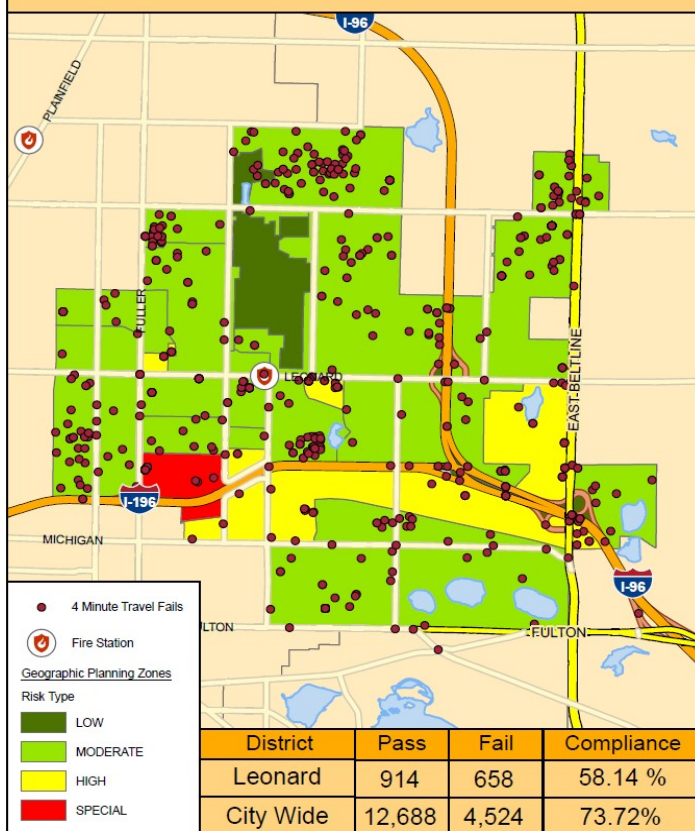


Temporal Analysis - 2019 EMS								
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	5	3	4	4	6	1	7	30
01:00-01:59	6	3	6	3	2	7	3	30
02:00-02:59	3	1	6	1	3	2	6	22
03:00-03:59	3	6	0	3	5	5	2	24
04:00-04:59	0	3	3	3	0	4	5	18
05:00-05:59	5	4	6	5	6	2	2	30
06:00-06:59	5	6	3	11	1	7	9	42
07:00-07:59	12	8	7	7	11	8	4	57
08:00-08:59	7	17	7	14	16	16	10	87
09:00-09:59	10	4	12	8	10	8	8	60
10:00-10:59	17	12	18	16	18	12	15	108
11:00-11:59	13	15	12	13	6	21	12	92
12:00-12:59	12	8	12	14	14	12	11	83
13:00-13:59	12	9	15	11	8	13	10	78
14:00-14:59	8	9	12	13	17	12	8	79
15:00-15:59	11	8	13	5	7	19	7	70
16:00-16:59	10	16	11	16	10	17	12	92
17:00-17:59	8	15	19	7	11	9	10	79
18:00-18:59	9	8	12	8	15	11	9	72
19:00-19:59	5	6	14	10	10	13	12	70
20:00-20:59	6	11	8	7	12	9	10	63
21:00-21:59	11	5	9	4	7	5	5	46
22:00-22:59	6	3	6	7	5	7	6	40
23:00-23:59	2	2	8	1	6	9	3	31
Total	186	182	223	191	206	229	186	1,403

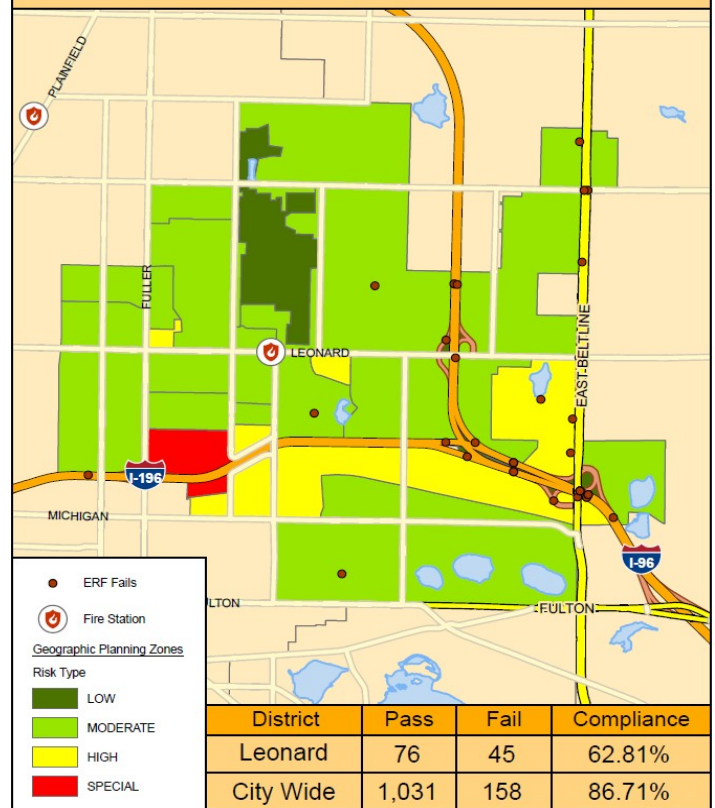
Temporal Analysis - 2019 Fire								
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	1	0	0	0	0	0	1	2
01:00-01:59	1	0	0	0	0	0	0	1
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	0	1	1	0	2
07:00-07:59	0	1	0	0	0	0	0	1
08:00-08:59	0	0	0	0	0	0	0	0
09:00-09:59	0	1	0	1	0	1	0	3
10:00-10:59	0	0	0	0	0	0	0	0
11:00-11:59	0	1	0	1	0	0	0	2
12:00-12:59	0	0	1	1	0	0	0	2
13:00-13:59	0	0	0	0	0	0	0	0
14:00-14:59	0	1	0	1	0	1	0	3
15:00-15:59	1	0	1	0	0	2	0	4
16:00-16:59	2	1	1	0	0	0	1	5
17:00-17:59	0	0	1	0	0	0	0	1
18:00-18:59	0	0	1	0	0	1	1	3
19:00-19:59	1	0	1	1	0	0	1	4
20:00-20:59	0	0	0	0	0	1	0	1
21:00-21:59	1	0	0	0	0	1	1	3
22:00-22:59	0	0	0	0	0	0	0	0
23:00-23:59	0	1	0	0	0	0	0	1
Total	7	6	6	5	1	8	5	38

LEONARD STREET STATION

4 Minute Travel Time Compliance



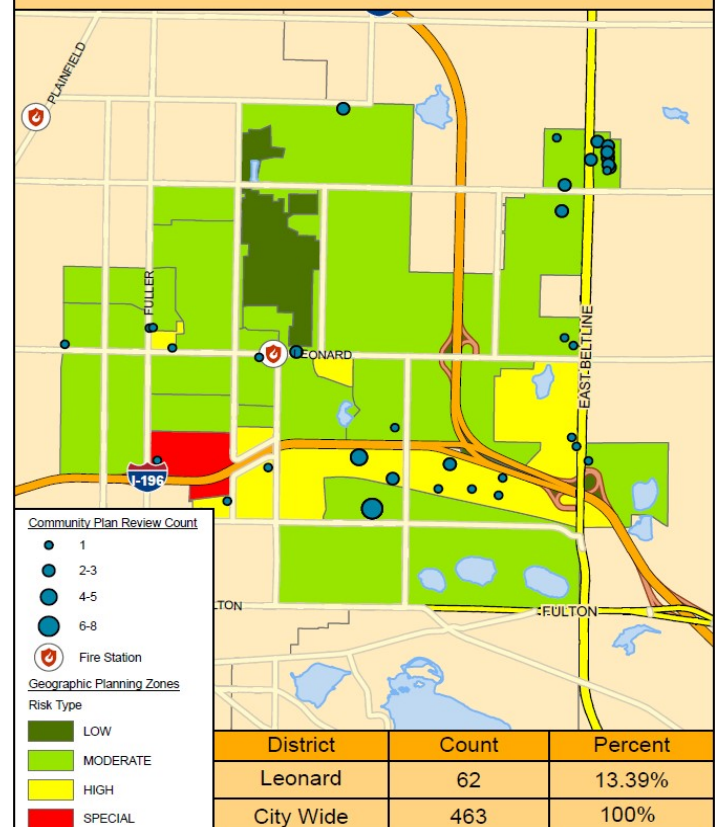
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

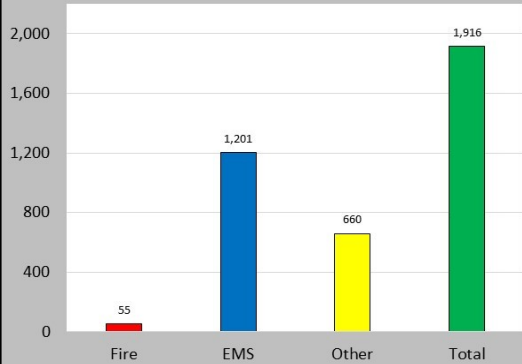


Commercial Plan Reviews

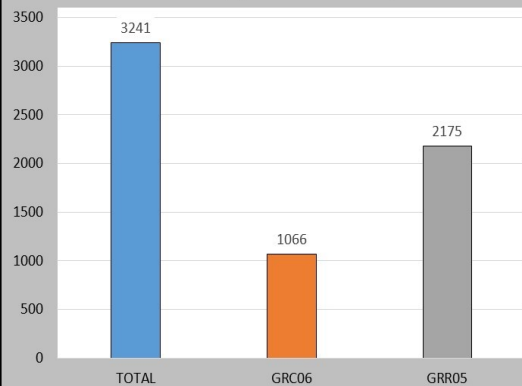


MONROE AVENUE STATION

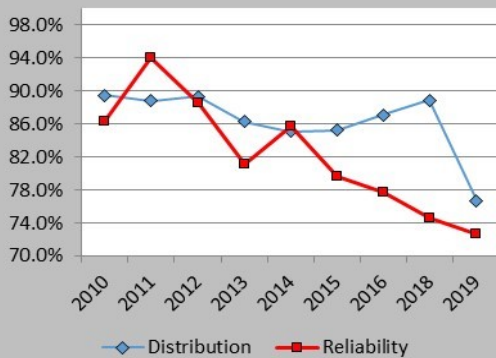
2019 Incidents in District



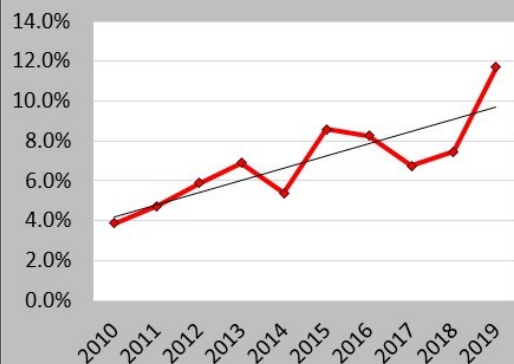
2019 Apparatus Responses



Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

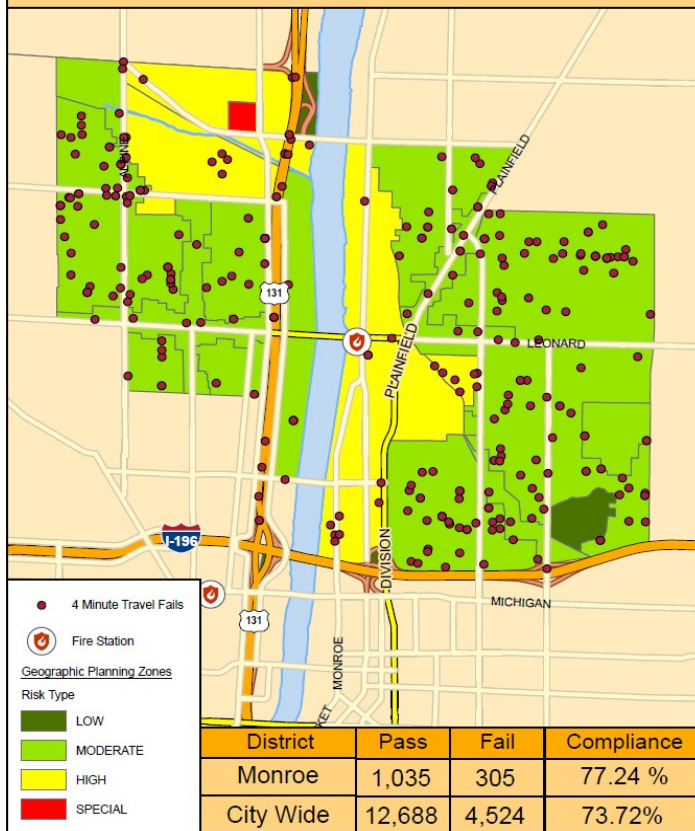
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	5	3	4	4	6	1	7	30
01:00-01:59	6	3	6	3	2	7	3	30
02:00-02:59	3	1	6	1	3	2	6	22
03:00-03:59	3	6	0	3	5	5	2	24
04:00-04:59	0	3	3	3	0	4	5	18
05:00-05:59	5	4	6	5	6	2	2	30
06:00-06:59	5	6	3	11	1	7	9	42
07:00-07:59	12	8	7	7	11	8	4	57
08:00-08:59	7	17	7	14	16	16	10	87
09:00-09:59	10	4	12	8	10	8	8	60
10:00-10:59	17	12	18	16	18	12	15	108
11:00-11:59	13	15	12	13	6	21	12	92
12:00-12:59	12	8	12	14	14	12	11	83
13:00-13:59	12	9	15	11	8	13	10	78
14:00-14:59	8	9	12	13	17	12	8	79
15:00-15:59	11	8	13	5	7	19	7	70
16:00-16:59	10	16	11	16	10	17	12	92
17:00-17:59	8	15	19	7	11	9	10	79
18:00-18:59	9	8	12	8	15	11	9	72
19:00-19:59	5	6	14	10	10	13	12	70
20:00-20:59	6	11	8	7	12	9	10	63
21:00-21:59	11	5	9	4	7	5	5	46
22:00-22:59	6	3	6	7	5	7	6	40
23:00-23:59	2	2	8	1	6	9	3	31
Total	186	182	223	191	206	229	186	1,403

Temporal Analysis - 2019 Fire

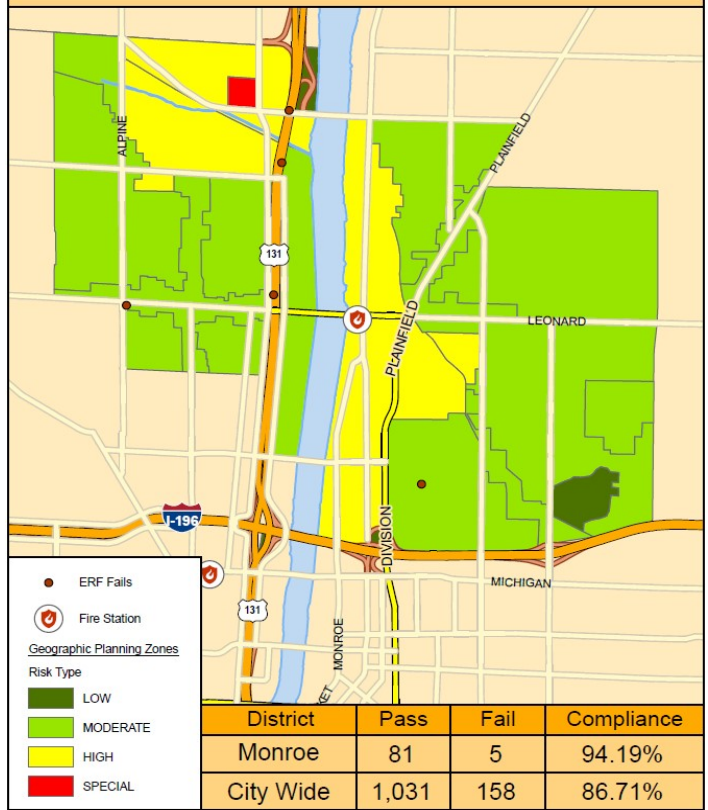
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
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01:00-01:59	1	0	0	0	0	0	0	1
02:00-02:59	0	0	0	0	0	0	0	0
03:00-03:59	0	0	0	0	0	0	0	0
04:00-04:59	0	0	0	0	0	0	0	0
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	0	0	0	0	1	1	0	2
07:00-07:59	0	1	0	0	0	0	0	1
08:00-08:59	0	0	0	0	0	0	0	0
09:00-09:59	0	1	0	1	0	1	0	3
10:00-10:59	0	0	0	0	0	0	0	0
11:00-11:59	0	1	0	1	0	0	0	2
12:00-12:59	0	0	1	1	0	0	0	2
13:00-13:59	0	0	0	0	0	0	0	0
14:00-14:59	0	1	0	1	0	1	0	3
15:00-15:59	1	0	1	0	0	2	0	4
16:00-16:59	2	1	1	0	0	0	1	5
17:00-17:59	0	0	1	0	0	0	0	1
18:00-18:59	0	0	1	0	0	1	1	3
19:00-19:59	1	0	1	1	0	0	1	4
20:00-20:59	0	0	0	0	0	1	0	1
21:00-21:59	1	0	0	0	0	1	1	3
22:00-22:59	0	0	0	0	0	0	0	0
23:00-23:59	0	1	0	0	0	0	0	1
Total	7	6	6	5	1	8	5	38

MONROE AVENUE STATION

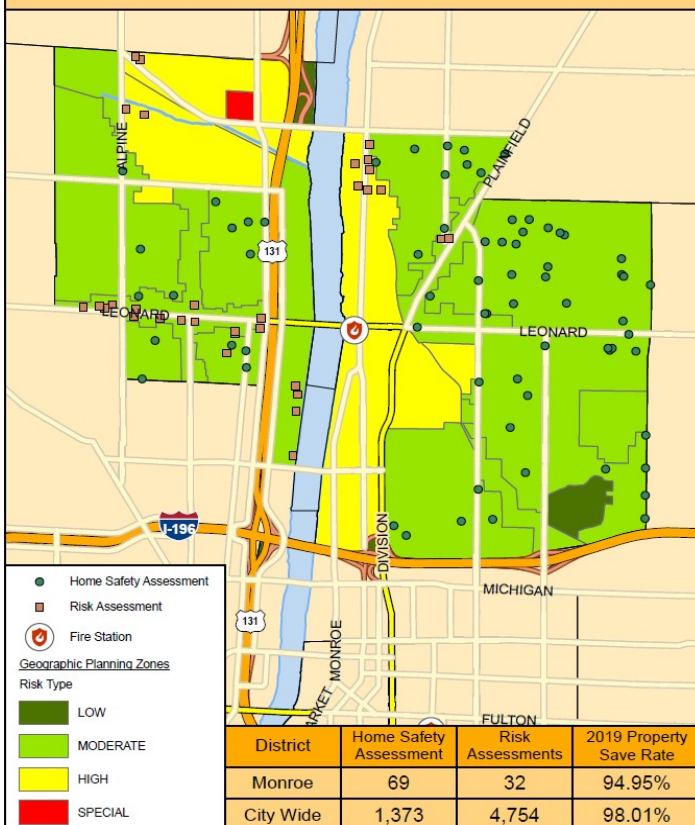
4 Minute Travel Time Compliance



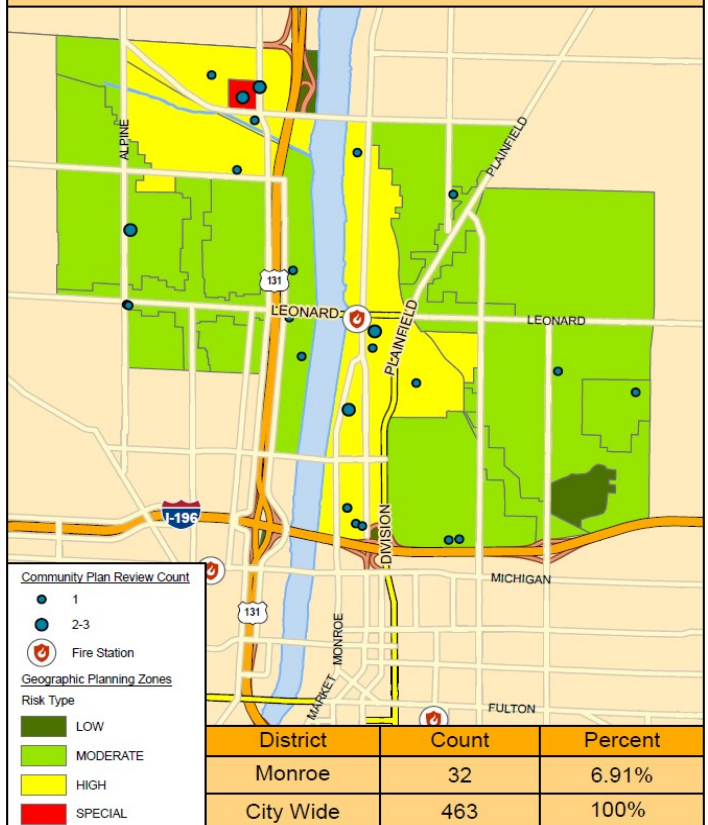
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation

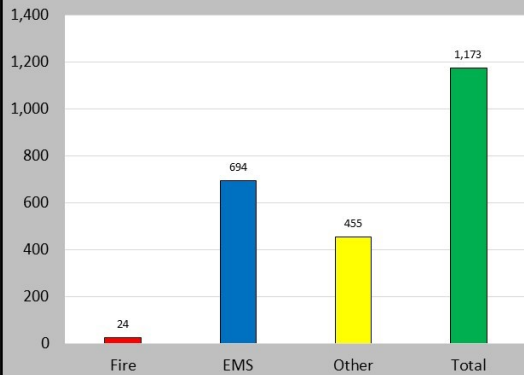


Commercial Plan Reviews

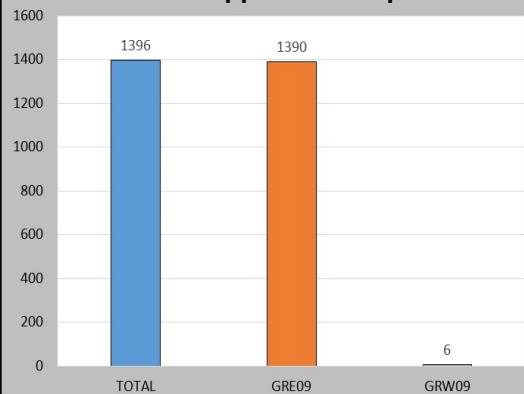


PLAINFIELD AVENUE STATION

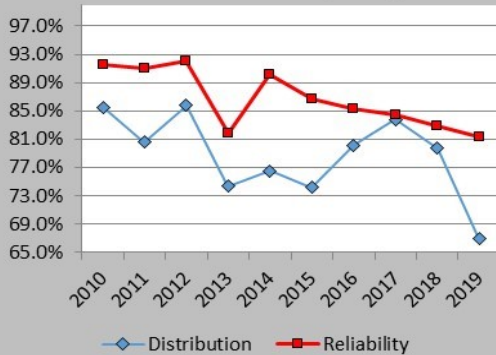
2019 Incidents in District



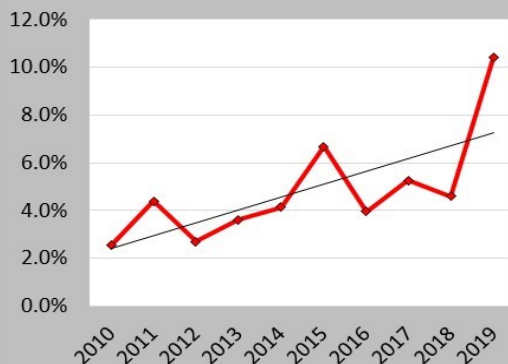
2019 Apparatus Responses



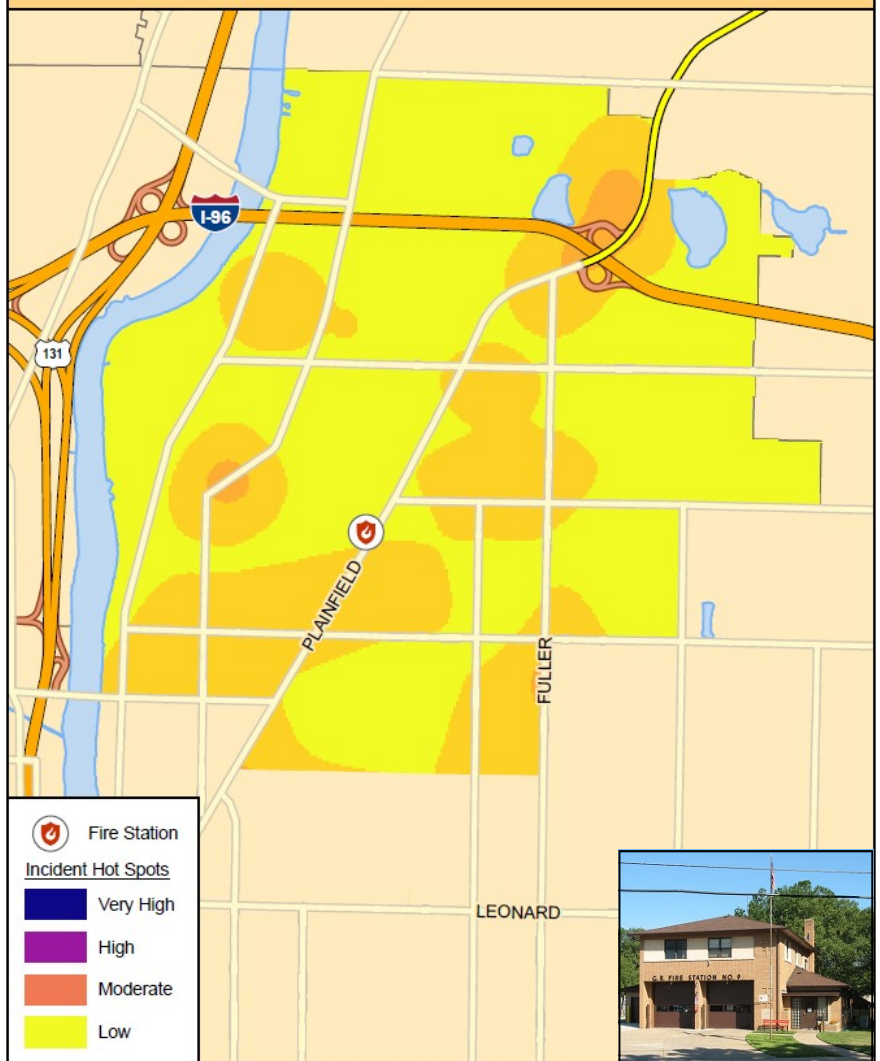
Distribution & Reliability Compliance



Simultaneous Calls



2019 Incident Hot Spots



Temporal Analysis - 2019 EMS

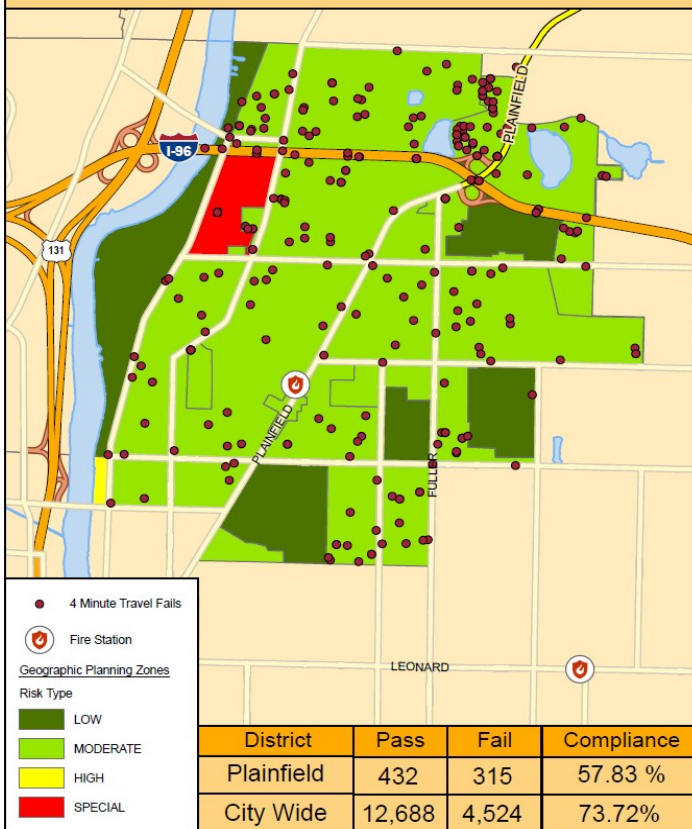
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	9	5	6	5	9	7	5	46
01:00-01:59	9	6	3	4	5	3	11	41
02:00-02:59	8	3	6	2	3	4	10	36
03:00-03:59	5	2	5	6	3	3	4	28
04:00-04:59	5	3	8	2	4	6	4	32
05:00-05:59	7	1	1	3	4	4	2	22
06:00-06:59	2	1	7	5	3	2	8	28
07:00-07:59	6	10	9	7	4	9	8	53
08:00-08:59	6	10	10	5	9	4	6	50
09:00-09:59	5	10	13	11	13	8	3	63
10:00-10:59	14	9	9	9	13	8	3	65
11:00-11:59	12	14	16	10	11	13	14	90
12:00-12:59	7	11	12	5	12	15	9	71
13:00-13:59	13	8	9	9	10	6	16	71
14:00-14:59	8	10	10	13	9	14	15	79
15:00-15:59	7	12	15	11	7	13	10	75
16:00-16:59	11	11	17	13	14	11	7	84
17:00-17:59	15	15	10	13	8	15	7	83
18:00-18:59	10	8	8	12	12	11	12	73
19:00-19:59	4	8	12	9	15	13	13	74
20:00-20:59	15	9	8	14	6	14	10	76
21:00-21:59	9	6	9	11	8	10	8	61
22:00-22:59	9	6	6	3	6	5	6	41
23:00-23:59	6	8	9	7	11	11	10	62
Total	202	186	218	189	199	209	201	1,404

Temporal Analysis - 2019 Fire

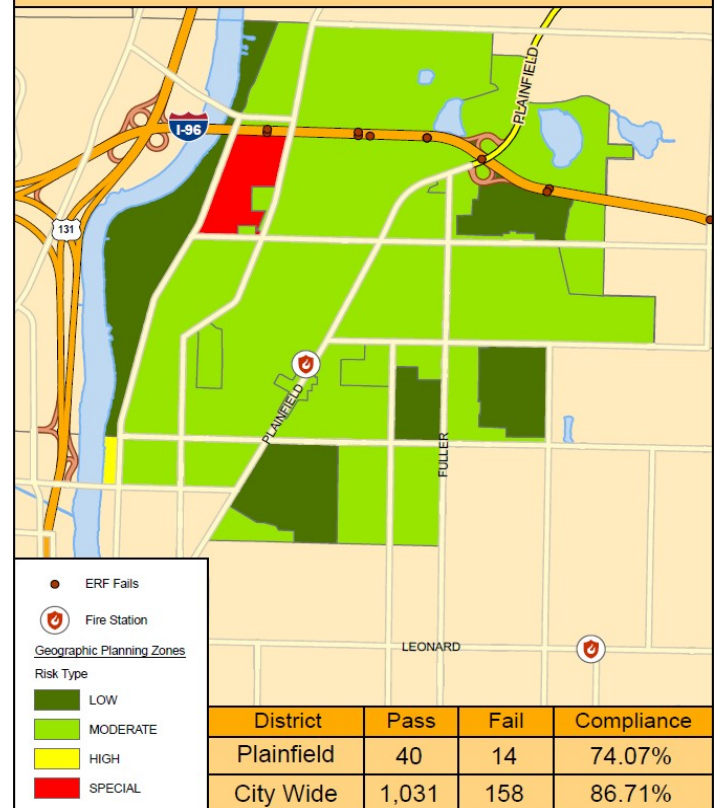
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00:00-00:59	0	1	0	1	0	0	0	2
01:00-01:59	0	1	0	0	0	0	1	2
02:00-02:59	2	0	0	0	0	0	0	2
03:00-03:59	1	0	0	0	0	0	1	2
04:00-04:59	0	0	0	0	1	0	0	1
05:00-05:59	0	0	0	0	0	0	0	0
06:00-06:59	1	0	0	0	0	0	0	1
07:00-07:59	0	0	0	0	0	0	0	0
08:00-08:59	0	0	1	0	0	0	0	1
09:00-09:59	0	1	0	0	0	0	0	1
10:00-10:59	1	1	0	0	1	0	2	5
11:00-11:59	0	1	0	2	1	0	1	5
12:00-12:59	0	0	0	0	0	0	2	2
13:00-13:59	0	0	0	0	0	0	0	0
14:00-14:59	1	1	1	0	0	0	0	3
15:00-15:59	0	0	0	1	1	1	1	4
16:00-16:59	1	1	0	0	1	0	1	4
17:00-17:59	1	1	0	1	0	2	2	7
18:00-18:59	0	0	0	0	2	0	1	3
19:00-19:59	0	1	2	1	0	0	2	6
20:00-20:59	1	1	0	0	0	1	0	3
21:00-21:59	0	0	0	0	1	0	2	3
22:00-22:59	0	0	0	0	1	0	0	1
23:00-23:59	0	0	0	0	0	0	0	0
Total	9	10	4	6	9	4	16	58

PLAINFIELD AVENUE STATION

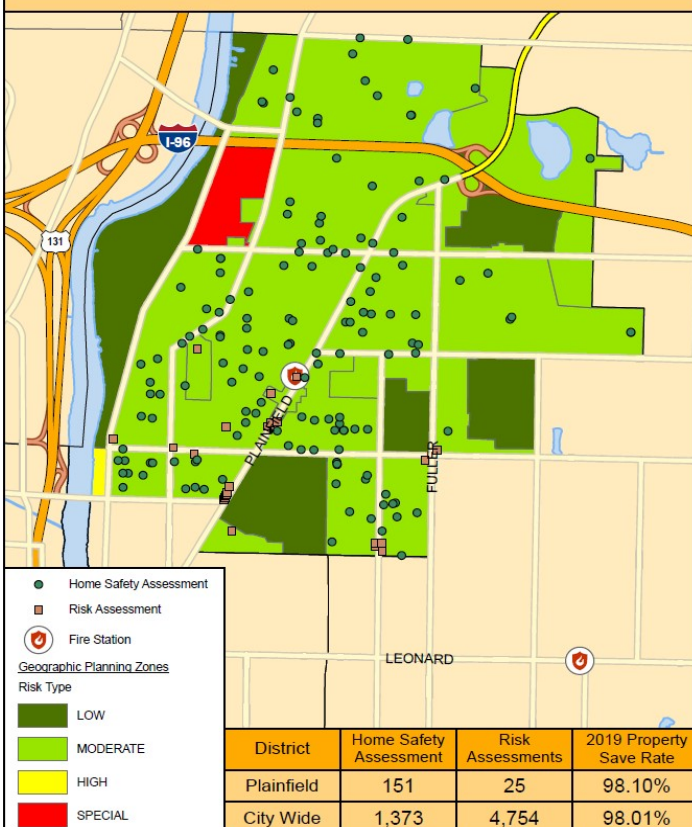
4 Minute Travel Time Compliance



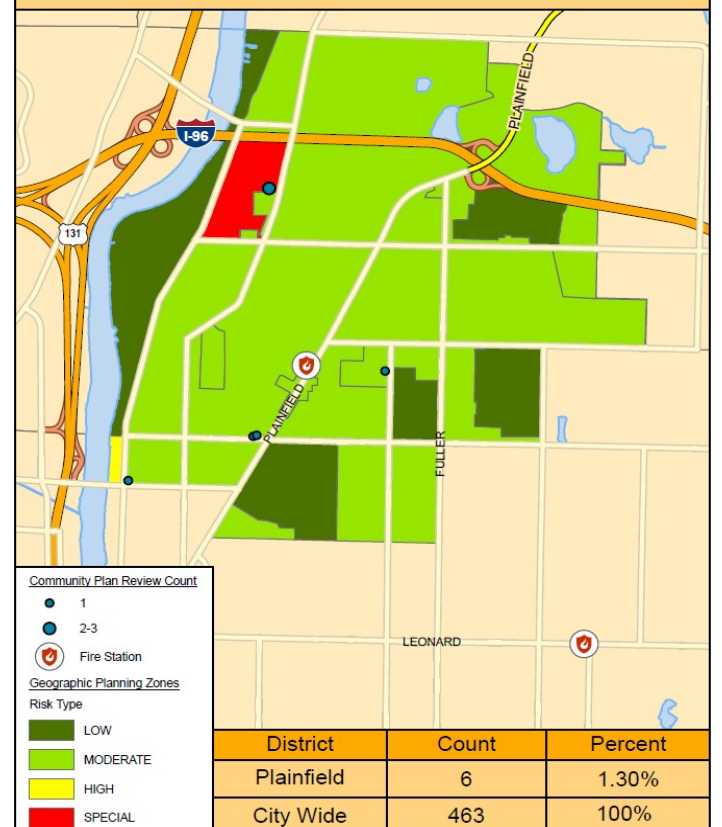
Effective Response Force Compliance Multi-Company Alarms



Community Risk Reduction Evaluation



Commercial Plan Reviews



CURRENT AND FUTURE DEPLOYMENT ANALYSIS

This page evaluates current and future deployment demands for the organization. Risk categorization, service impact considerations, and deployment practices are analyzed for efficiency and effectiveness measurements that consider overall response, consistency, reliability, resiliency and outcomes. The agency demonstrates that its current deployment strategy adequately addresses risk in the community, while adapting to or improving upon the effectiveness, efficiency and safety of its operations. Teams representing all areas of the department met during August and September to perform this analysis.

Fire

- Report of “working fire” now triggers dispatch of the Air Delivery Vehicle, one additional unit, and second battalion chief to act as safety officer.
- Podium style construction (wood frame over retail or parking structures) identified as a new risk emerging in the city.
- Marijuana grow facilities present unique challenges including increased electrical hazards and oxygen deficient environments.



EMS

- Opiate overdoses have decreased. This may be due to the availability of Narcan to the general public.
- A Rescue Task Force was developed to address the potential of an active assailant incident.
- Declination forms needed at some of the super-user locations with trained medical staff on duty (ex: 4118 Kalamazoo SE).

Technical Rescue

- After Action Reviews need to be performed after each technical rescue incident due to their high risk/low frequency.
- Increased risks can be expected with the river restoration project. Dive training needs to be prioritized to meet these risks.
- GRFD is now a member of the Mutual Aid Box Alarm System (MABAS). This may increase the frequency of technical rescues outside of the city.
- Simultaneous building collapses during a high-wind event identified the need to coordinate damage assessments and marking of structures already searched.
- River rescue assignments were simplified with an ERF of 19 for all incidents.
- Overall technical rescue awareness training is needed department-wide.

Hazardous Materials

- Local crude oil trains continue to pose a potential high risk in the city.
- Working with MABAS to structure team as a FEMA type 1 hazmat resource.
- Noted the likelihood of seeing local opiate labs due to crackdown on imported drugs.

Domestic Preparedness/EOC

- Allison Farole was hired as the Emergency Manager Administrator for Grand Rapids.
- Initial actions include the development of an emergency operations plan (EOP), continuity of operations plan (COOP), and emergency action plans (EAPs).
- Following the Emergency Management Accreditation Program (EMAP) process will ensure state and federal mandates are met as the program is established.

PERFORMANCE GAP ANALYSIS

This page evaluates performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends. In addition, this data compares the current operational capabilities and capacity of the department to the identified risk level within the community. Once the gaps have been identified, a continuous improvement plan will be developed and tracked throughout the following year to address these existing gaps and variations.

Distribution — Goal of 90% compliance.

- Page 56 - **Citywide Distribution** decreased to **75.8%**. This gap continues to be driven by large single company districts on the edge of the city, combined with an increasing population/risk.
- Page 84 - **Plainfield Distribution** fell to **66.9%**, due to increased call volume at district boundaries.
- Page 77 - **Kalamazoo Distribution** fell to **59.7%**, also due to a large amount of calls at the southern and northern extremes of the district.

Concentration (Effective Response Force) — Goal of 90% compliance (measures all call types).

Concentration compliance maps measure concentration for all call types. These are all outlying districts where it is more difficult to assemble effective response forces. All four of these districts saw an increase in compliance in 2019.

- Page 81 - **Leonard ERF** is at **62.81%**.
- Page 71 - **Covell ERF** is at **71.64%**.
- Page 85 - **Plainfield ERF** is at **74.07%**.
- Page 67 - **Burton ERF** is at **83.08%**.

Reliability — Goal of 90% compliance.

- Page 72 - **Monroe Reliability** at **71.56%**. This can be attributed to responding as a rescue on the north half of the city without a second unit in the station, and covering for Plainfield or Leonard districts when these districts experience simultaneous alarms.
- Page 58 - **Chester Reliability** at **72.68%**. This can be attributed to the effects of Automatic Resource Location (ARL) choosing other units traveling through this central district.

Simultaneous — Monitored for overall call volume in response districts.

Nine out of eleven districts saw an increase in simultaneous responses. Only 3 districts saw less than 10% simultaneous responses.

- Page 76 - **Kalamazoo Station** saw a dramatic increase in 2018 to **676** simultaneous responses in district. In 2019, this leveled off to **13.07%** or **398** responses, as seen previous to 2018.
- Page 78 - **LaGrave Station** saw slight decrease from **11.71%** to **11.22%**.
- Page 70/84 - **Covell and Plainfield Stations** saw increases of over **5%**. These outlying station districts continue to increase in population and risk.

Benchmark Performance Statements

- Page 49 - **Low risk fire response** is over target by **1 minute and 24 seconds**.
- Page 51 - **Low risk EMS** is over target by **1 minute and 02 seconds**.
- Page 51 - **Moderate risk EMS** is over target by **2 minutes and 23 seconds**.
- Page 53 - **Low risk HazMat** is over target by **1 minute and 44 seconds**.
- Page 54 - **Vehicle Extrication** is over target by **1 minute and 16 seconds**.

All other response types had insufficient data sets to perform fractile analysis.

**FOR FURTHER INFORMATION ON THIS
ANNUAL REPORT PLEASE CONTACT THE
GRAND RAPIDS FIRE DEPARTMENT
PLANNING DIVISION**

